

Negotiating doesn't need to be a distressing battle to win...

Start by asking yourself:

When you're about to negotiate something important, what do you do to prepare well?

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STOP focusing on and haggling over negotiating positions

START seeking to understand what your partner wants and why and create multiple options

1. The one 'Negotiation Success' question you must ask yourself to make all your negotiations more successful is...

When you're about to negotiate something important what do you do to prepare well?

Where is the value in this question?

The value in this question prompts you to stop diving straight into haggling over positions like a market trader would.

The question prompts you to remember that your actual negotiating discussion is the smallest part of the iceberg above the water.

Analysis and preparation is what mostly determines your success at negotiating, so it pays to spend time and energy in preparing well.

Check out the rest of the tools here to help you prepare brilliantly so that you succeed.



Negotiation Iceberg

IMPORTANT: The question is about getting you to delay your negotiation long enough to get your preparation and analysis in place.

Check out the negotiation checklist below and the way to ask humble and respectful questions so that you're better prepared to succeed in your negotiation...

2. Your 'Negotiation Success' checklist to give you certainty that you are making the best possible decisions...

A. About You

(Tick each box when you can honestly say you have answered the questions)

- What is your overall goal?** Force yourself to be clear.
- What are the issues you have?** This is not about the position you want to achieve but the desires you have, why you want the goal, the challenges you face.
- How important is each issue to you?** Develop a scoring system for evaluating offers:
 - (a) List all of the issues of importance from above.
 - (b) Rank order all of the issues.
 - (c) Assign points to all the issues (assign weighted values based on a total of 100 points).
 - (d) List the range of possible settlements for each issue. Your assessments of realistic, low, and high expectations should be grounded in industry norms and your best-case expectation.
 - (e) Assign points to the possible outcomes that you identified for each issue.
 - (f) Double-check the accuracy of your scoring system.
 - (g) Use the scoring system to evaluate any offer that is on the table.
- What is your “best alternative to negotiated agreement” (BATNA)?**
- What is your resistance point** (i.e. the worst agreement you are willing to accept before ending negotiations)? If your BATNA is vague, consider identifying the minimum terms you can possibly accept and beyond which you must recess to gather more information.

B. About the Other Side – your negotiation partner

(Tick each box when you can honestly say you have answered the questions)

- How important is each issue to them** (plus any new issues they may have)?
- What is their best alternative to negotiated agreement (BATNA)?**
- What is their resistance point?**
- Based on questions B.1, B.2, and B.3, what is your target?**

C. The Situation

- What deadlines exist?** Who is more impatient?
- What fairness norms or reference points apply?**
- What topics or questions do you want to avoid?** How will you respond if they ask anyway?

D. The Relationship Between the Parties

- Will negotiations be repetitive?** If so, what are the future consequences of each strategy, tactic, or action you are considering?
- Can you trust the other party?** What do you know about them?
- Does the other party trust you?**
- What do you know of the other party's styles and tactics?**
- What are the limits to the other party's authority?**
- Consult in advance with the other party about the agenda**

For a full and detailed explanation on how to use this checklist use this URL link -
<http://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1675&context=articles>

3. Watch William Ury share his life-long negotiation experience in just 18 minutes...

If you negotiate regularly or you have a serious negotiation coming up it's worth investing some time watching this valuable interview.

William Ury is a mediator, writer and speaker, working with conflicts ranging from family feuds to boardroom battles to ethnic wars.

Ury is the author of "Getting to Yes."

In just 18 minutes you'll get valuable insights Ury's wide and varied negotiation successes...



https://www.ted.com/talks/william_ury#t-89813

As top negotiator at the FBI for 7 years Chris Voss applies the behavioural economics of Nobel prize winner Daniel Kahneman to winning negotiations.

Practical, obvious, and powerful insights that are mostly ignored in negotiations. Chris Voss about the skills of negotiation to help you become a master negotiator...

<https://www.youtube.com/watch?v=quZa7mQV110>



4. Great questions are the route to genuinely successful negotiation

Some questions can be combative questions. Combative questions can raise the temperature of a negotiation and even derail an agreement.

The art of asking great questions lies in the pursuit of respectful understanding.

Great questions also rely on a breadth and depth of the vocabulary you use.

For example using the word 'deal' can tarnish a discussion by making it sound less than wholesome. Perhaps a better word would help keep the conversation flowing and avoid creating resistance in your negotiation partner?

Deal or agreement, contract, bargain, promise, arrangement, understanding, plan?

Questions – like the ones in the checklist below – help move you from automatic, natural, unconscious by-accident questions to well-thought-out questions around possibility thinking. They also help you get others positively involved in considering options rather than defending their point of view or position.

Here are some powerful questions to help you make the shift to smarter thinking, smarter decision-making and smarter results too...

On-the-hoof, in-the-moment, thinking-on-your-feet, in-your-face, insensitive or even aggressive questions...	Considered, respectful and even humble but well-prepared questions...	What's there to learn...
<p><i>Below you'll find a selection of questions that could easily be considered aggressive, confrontational or just too blunt. And because your preparation and your resulting conversation is designed to identify options and issues rather than just trading positions you want to create a healthy and informative conversation. Column 1 shows the blunt questions. Column 2 shows the less blunt, arguably more respectful questions. Column 3 describes the insights about how a humble approach to questions can help your conversation flow. There's no way of predicting every possible question you'll face but these examples will help you see how to 'soften' your blunt questions and create a productive discussion:</i></p>		
<p><i>Why are you insisting on 3 months payment terms?</i></p>	<p><i>Payment terms can have an important bearing on these sort of arrangements tell me what brought you to conclude that 3 months for payment is needed?</i></p>	<p>Why questions are often seen as too searching or confrontational. Framing the question first can help and turning the question from a WHY to a WHAT makes the question less intense, less aggressive.</p>

<i>How come you're insisting on...?</i>	<i>It looks like this aspect of the discussion really matters to you?</i>	Strong adjectives like 'insisting' may well reflect the strength of feeling about an issue but when thrown back at them like the first question it can easily raise the temperature of the negotiation. Instead of dealing with the issue try reflecting the depth of feeling. This reflecting feeling shows that you're also caring about their depth of feeling. And turning this statement into a question with a downward inflection at the end can help stimulate further comment especially if you allow for some silence after you make the statement/question.
<i>Why are you being so confrontational?</i>	<i>Situations like this can easily turn into a confrontation, so I'm wondering what it is that matters so much about this part of the agreement?</i>	Framing a question like this can help the conversation flow rather than dealing with the aggression directly like the first question does. Also talking about the emotions experienced in the discussion and as a result of an agreement helps prevent you drifting towards haggling over positions.
<i>What do you want to use the funds from this agreement for?</i>	<i>When you own the house/car/resources/company what does the future hold for you?</i>	Talking about the future with a successful agreement is a good way to keep a conversation flowing, just as it is good to talk about the past or the background to the agreement.
	<i>How will you use the result of this agreement?</i>	Talking about a result rather than the hard cash softens the question making it easier to answer. And shows real interest in the outcomes for them.
	<i>What does the future hold for you after we've reached an agreement?</i>	A more general look to the future is less probing and can be a good start to understanding the future interests involved.

<i>What are you trying to achieve as a result of this deal?</i>	<i>How does your situation improve when this contract is finalised?</i>	Talking about the 'situation' is softer and more respectful than talking about 'you' which is pointed, aggressive and could prevent an open and honest discussion about the background issues.
<i>Why do you want to delay the agreement?</i>	<i>What impact does the time of the agreement have on you and your circumstances?</i>	Another WHY question looking like an aggressive stance. The WHAT version makes it less so and softening it by talking about them and their circumstances makes it more respectful too.
<i>Why are you wanting to sell/buy/ask this?</i>	<i>Tell me what's the background to this for you? What has led you to want to sell/buy/ask for this?</i>	Talking 'background' or 'overview' is an easy way to get a conversation going plus it helps signpost a number of issues or insights you can ask about. The tone is lighter, less aggressive this way.
<i>Why do you want such a large sum?</i>	<i>In what ways will this amount help your situation?</i>	Avoiding labeling the scale of the amount (large - which is emotive as they may not feel it is a large sum) and also talking about 'your situation' instead of 'you' helps keep the volatility low and helps the conversation flow.
<i>How can you justify such a large pay rise?</i>	<i>What results have prompted you to request this level of pay rise?</i>	Can you see how using the word 'justify' and 'large' raises the temperature of the discussion? The second question is again looking for the background for the 'request'.
<i>When do you want to agree a deal?</i>	<i>What impact does it have on your situation if this arrangement is delayed?</i>	The first question prompts a discussion about timing as a position (remember we're wanting to find options and issues). The second question moves from talking 'you' to 'your situation' and also seeks to understand what impact different timings have on 'the situation'.

<p><i>Why do you want to have a speedy agreement?</i></p>	<p><i>The speed of an agreement can have an impact on the way an agreement is reached and on the results for both of us, tell me how come these timescales are so important to you?</i></p>	<p>Timing again is a good subject as it signposts all sorts of possible insights and issues. But ask a 'why' question of 'you' and you're inflaming the discussion with confrontation. Using 'how' tones the question down a little. Using a 'framing' statement, talking about 'both of us' and reflecting the importance being felt shows genuine desire for understanding and care.</p>
<p><i>What exactly do you want?</i></p>	<p><i>Would you tell me/share what your expectations are?</i></p>	<p>The 1st question is direct but focuses everyone's mind on a single position - you're straight to haggling like a street trader. We want to build an understanding about possibilities and interests and issues, not one single position. A 'would you' question gives your negotiation partner the opportunity to say no or yes or share some background to the negotiation. Talking expectations helps by asking for more than one answer.</p>
<p><i>You can see from some of the examples above how helpful framing a question can be. Keeping a conversation focused on possibilities helps too. Here's a framing statement that helps achieve both - "When seeking an agreement that works well for us both it often helps to talk about the background to our thinking, and working out what matters most to each other, tell me...?"</i></p> <p><i>Please note the use of the phrase 'tell me'- this can be a big help in keeping a conversation flowing.</i></p>		

5. The two negotiation books that can transform your skill at make you a successful negotiator...

Chris Voss' book makes a strong point about the value of preparation:

“When the pressure is on, you don’t rise to the occasion, you fall to your highest level of preparation”

– Chris Voss

And so if you want a successful negotiation and you want to preserve the relationships involved you must prepare well. The insights and experiences of both authors will set you up for success.

William Ury, and his co-author Roger Fisher, share the negotiation insights from the Harvard negotiation project. Chris Voss shares his experiences of being the lead FBI negotiator and how his insights apply to business too.

Please find below the Amazon links to both of the books:

<http://bit.ly/amazonneversplitdifference>

<http://bit.ly/amazongettingtoyes>

