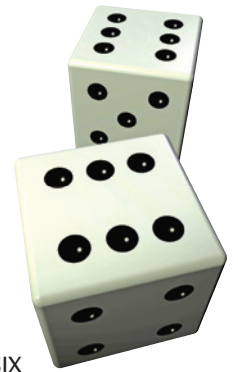








Preparing to negotiate

8 THE GAMBIT GAME

Gambits are useful expressions that move the conversation forward. Take turns to move around the game board. Throw two dice – the first to move across the board from the top left-hand corner and the second to move down. When you land on a gambit square, you have 10 seconds to decide at which stage of a negotiation this would most likely be said, referring to the flowchart on page 6. You score one point for a correct answer and nothing for a wrong one. If you land on a picture square, you win or lose extra points. Stop the game after 15 minutes.



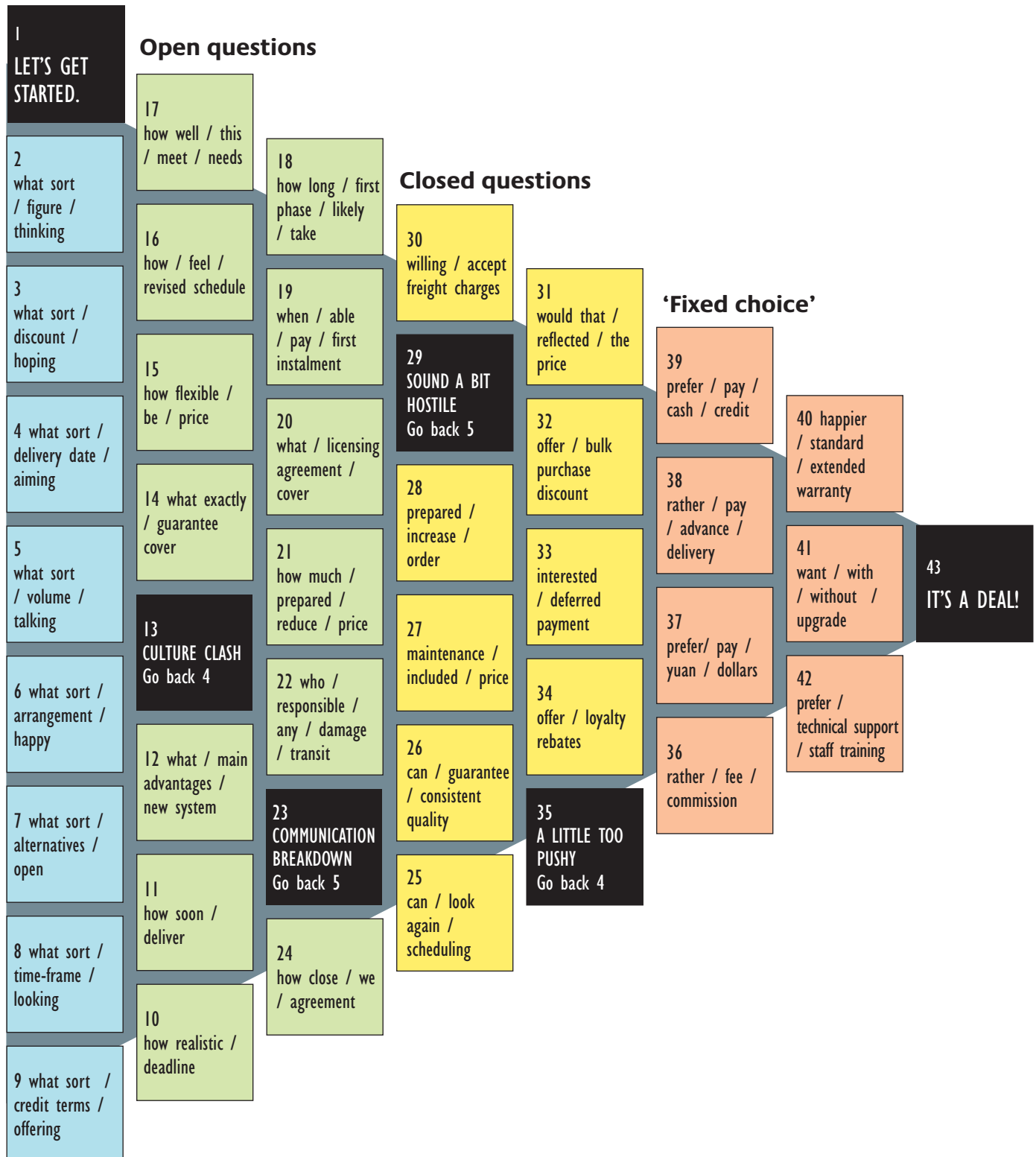
| ONE | TWO | THREE | FOUR | FIVE | SIX | |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-------|
| <p>GET A NO! (LOSE 4 points)</p>  | <p>I think we could only accept this on one condition. Which is?</p> | <p>Could I just ask why this is such a priority for you? Well, it's really just a matter of company procedure.</p> | <p>If we agreed to that, would you be willing to move on price? Well, let's look at the figures again.</p> | <p>Let's take a break and meet back here in, say, half an hour? Good idea. Let's do that.</p> | <p>Can we first of all agree on our objectives for today? Well, there are several things we'd like to achieve.</p> | ONE |
| <p>I think we may be able to be flexible on that. Well, how flexible could you be?</p> | <p>Perhaps we could begin by outlining our initial position. Yes, of course. Go ahead.</p> | <p>Welcome. We're looking forward to a productive meeting. Thank you. It's a pleasure to be here.</p> | <p>GET A YES! (WIN 2 points)</p>  | <p>OK, great. I think we're almost there. Yes, there are just a few loose ends to tie up.</p> | <p>OK, could I just make a suggestion here? Please do – we really need to settle this issue.</p> | TWO |
| <p>We must make sure you get to see something of the city while you're here. That would be great. Thanks!</p> | <p>GET A NO! (LOSE 2 points)</p>  | <p>Let me just be quite clear I understand you correctly. Sure. What is it you'd like to clarify?</p> | <p>If we made that a regular order, would you be prepared to lower the price? It depends.</p> | <p>Perhaps we could also look more closely at patents. Certainly, I'll add that to the agenda.</p> | <p>OK, let me just get this straight. Five percent is as high as you can go? Yes, I'm afraid so.</p> | THREE |
| <p>Include free upgrades and you've got yourself a deal. OK, I think we can probably manage that.</p> | <p>Well, here's to a successful partnership! Yes, cheers!</p> | <p>Delighted to meet you at last! Likewise. It's nice to put a face to the voice.</p> | <p>Our key interest in this negotiation is to find the cheapest solution. So, cost is your main concern?</p> | <p>GET A YES! (WIN 2 points)</p>  | <p>Could I also suggest we allocate some time to the question of exclusivity? Certainly.</p> | FOUR |
| <p>Can you give me a rough idea of when you'd need confirmation? Well, within the next six weeks if possible.</p> | <p>OK, having taken some time to think this over, we'd like to offer an alternative. We're open to suggestions.</p> | <p>GET A NO! (LOSE 2 points)</p>  | <p>We were hoping for something closer to three euros per unit. There may be some room for manoeuvre.</p> | <p>Is there a reason why you need 90 days' credit? Well, as you know, cash flow is a problem for us.</p> | <p>So what's your initial reaction to our proposal? Well, broadly positive.</p> | FIVE |
| <p>To be honest, we'd like to see some movement on price. I'm afraid that really is my bottom line.</p> | <p>First of all, let me say we're very interested in building a long-term relationship. That's our position too.</p> | <p>So, I think we should now decide the order in which we'd like to discuss the issues. By all means.</p> | <p>A pleasure doing business with you! And you! We'll be in touch with all the papers.</p> | <p>Correct me if I'm wrong, but are you saying you cannot meet this deadline? No, that's not what we're saying.</p> | <p>GET A YES! (WIN 4 points)</p>  | SIX |

Questioning techniques

11 THE QUESTION TYPES GAME

Work with a partner. You will need a small counter each and a coin. Flip the coin to move around the game board asking questions about the negotiation issues in the squares – heads move forward three spaces, tails move forward one space. Switch from ‘what sort of ...?’ to open to closed to ‘fixed choice’ questions as you progress through the negotiation. If you can’t formulate a question within 5 seconds, move back three squares. If you can quickly answer one of your partner’s questions, move forward one square. To win you need the exact number to land on the ‘It’s a deal!’ square.

What sort of ...?



What's your Persuasive Intelligence?

1 THE NETWORK CLUSTER

- a Break the ice by mentioning these two surprising coincidences.
- b Stick to the business at hand, but maybe refer to the diploma before you go.
- c Mention the business school connection straight away and leave the tennis till you leave.

2 THE EXTENDED GUARANTEE

- a Point out just how much it could cost them if they have problems after the first year.
- b List all the benefits of the extended guarantee and all the things it covers.
- c Remind them that what they've saved on the computers will easily offset the cost.

3 THE INSURANCE PLAN

- a Start with the cheapest standard plan to get their interest.
- b Start with the most expensive premium plan as it offers the best cover.
- c Start with the mid-range standard-plus plan as it's your most popular.

4 THE COFFEE MACHINES

- a Instruct your reps to directly compare your products with inferior competitors.
- b Launch a new line of cheaper, more basic machines for the low end of the market.
- c Launch a new line of more technically advanced machines at a higher price.

5 THE PAY PACKAGE

- a Just present your preferred payment model and keep the others in reserve.
- b Narrow the list down to three.
- c Make sure you include all seven options in your proposal.

6 THE CORPORATE WEBSITE

- a Insist they quote you a price before you go any further with the negotiations.
- b Accept a rough estimate for now, but say you'll need a full cost breakdown later.
- c Ask them to tell you about the technical options they're referring to.

7 THE LOYALTY PROGRAMME

- a Offer them 1 point for every \$100 they spend – 10 points gets them a free room.
- b Same deal, but 4 points for the first \$100 – 14 points gets the free room.
- c Offer 3 points for every \$100 spent – 30 points gets the free room.

8 THE CONSTRUCTION PROJECT

- a Present them with a print-out of the extra costs.
- b Pass them a hand-written estimate on headed notepaper.
- c Hand them a copy of the original figures with amendments.

9 THE CONTRACT NEGOTIATION

- a Schedule the negotiation as soon as possible!
- b Put off the negotiation, but remind them of the favour.
- c You don't want to seem manipulative – wait a few weeks.

10 THE RESEARCH BUDGET

- a Adjourn the meeting and schedule another.
- b Press on for another 3 hours to wear them out!
- c Order espressos all round and plan to finish in 45 minutes.



Now turn to pages 74–5 to check your answers.

Powers of persuasion

6 DIRTY TRICKS GAME

Play in groups of four if you can, with a different counter each. Throw a die to move around the board. If you land on a grey or white square, follow the instructions, i.e. move forwards or backwards or miss a turn. If you land on a red square, you have five seconds to respond to the pressure tactic, e.g. red square: *Can we settle these issues one at a time?* ► *Well, let's just see what all our options are first, shall we?* The other players will judge your response. If two out of three don't like it, miss a turn. If they like what you say, throw the die for your turn. The first player to reach the final square is the winner!

| | | | | | | | |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------|-------------------------------------|----------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------|
| OPEN NEGOTIATIONS | Can we settle these issues one at a time? | GOOD RAPPORT ►3 | I'm afraid I'm working within a fixed budget. | TOO QUICK TO INTERRUPT ◀1 | It's company policy to insist on 90 days' credit. | ASK A GOOD QUESTION ▼1 | |
| | | | | | | I'll have to clear this with the boss. | |
| GENERATE OPTIONS ►5 | Oh, I'm sorry – I thought you said 50, not 15! | CALL HEAD OFFICE MISS 1 TURN | I just got a message from head office – they want free delivery. | MISS OPPORTUNITY ◀3 | | MUCH TOO PUSHY ▲5 | |
| Let you and me sort this out before my partner gets back. |  <p>The Dirty Tricks Game</p> | | | So it's take it or leave it. | | We've already been offered a better deal. | |
| LOSE CONCENTRATION ▼1 | | | | CLINCH THE DEAL ▼3 | | TAKE A TIME-OUT MISS 1 TURN | |
| I can't believe after-sales service is not included! | | | CLOSE NEGOTIATIONS | RUSH TO SIGN ►7 | One last thing – can you cover installation costs? | | I can't believe you're turning this down! |
| REACH A DEADLOCK MISS 2 TURNS | | | | | | | GAIN A COMMITMENT ▼3 |
| Double the discount and I'll make you our regular supplier. | MISLAY FIGURES ►3 | You're not going to blow this deal over ½%, surely! | FORCE A CONCESSION ◀5 | I have to have your answer today. | GIVE IN TO PRESSURE ►1 | It must be my English – I thought we were sharing transport costs. | |

Handling breakdowns

11 THE DIPLOMACY GAME

- 1 Work with a partner or in opposing teams. You'll need two sets of 12 different coloured counters – one set for each of you.
- 2 Your objective is to connect up your two hexagons by occupying a chain of hexagons in between.
- 3 Player 2 starts. Take turns to pick a hexagon anywhere on the board. You then have just 15 seconds to make the statement in it more diplomatic using some of the techniques you've been practising, e.g. hexagon: *That's absolutely impossible!* ► *I'm afraid that might not be possible at this stage.* Your trainer will judge if you're successful or not!
- 4 Each time you are successful you take possession of that hexagon and can put a counter on it. In this way you not only make a connecting chain, you can also block your opponent.
- 5 The first player to connect their hexagons wins. If neither can, the winner is the player with the most counters on the board.

