

Negotiations

How to be a better negotiator

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Negotium = don't rest

- Earlier: One wins – the second loses
- Modern: Win-win
- As communication genre:
 - Common goal
 - Better working climate
 - Well understood in most cultures
 - Why save until a conflict?

Players

- Yourself
 - Overconfident
 - Diffident
- Act on emotions, but never emotionally
- The opponent
 - Find out how she/he is, type, skills, agenda
 - Build relations: give something extra for the person, don't undermine self-esteem

Process

- Ask
- Listen
- Find out if it is fair play or hardball
- Adapt to culture
- Never lie, probe the opponent, open escape route
- Bargaining strategy:
 - Introduce more variables
 - Use time
- Enjoy the game

Planning

- Do the homework, esp opponent priorities
- List all variables
- Look for trade-offs
- Define your purpose, esp time-span
- Calculate alternatives
- Set realistic targets
- Go for long-term relationships
- Define the BATNA (Best Alternative To a Negotiated Agreement)

At the table

- Find the complexity of the opponent's requirements
- Emphasize your strengths and things you have in common
- Slow things down, be patient, take breaks
- Start and end in cold areas (eg processes), summarize often
- Set the agenda together
- Make movements as in chess
- Communicate with concrete ideas in a familiar area