

# Negotiating with The Devil

(2 DAYS PROGRAMME)

# CONTENTS

## **Module 1 – The 4 Styles in Communication**

- 1.1 The Visionary
- 1.2 The Nurturer
- 1.3 The Commander
- 1.4 The Analyzer

## **Module 2 – The 6 Laws of Influencing**

- 2.1 Difference between Convincing & Influencing
- 2.2 The Law of Liking – Affinity & Alike
- 2.3 The Law of Authority
- 2.4 The Law of Consistency
- 2.5 The Law of Reciprocal
- 2.6 The Law of Scarcity
- 2.7 The Law of Social Proof
- 2.8 The Extra Law

## **Module 3 – 6 Golden Principles of A Great Communicator & Negotiator**

- 3.1 Planning & Organizing
- 3.2 Far Sighted
- 3.3 Creativity
- 3.4 Questioning & Listening
- 3.5 Emphatizer
- 3.6 “No Means No!”

## **Module 4 – The 10 Most Popular Dirty Tricks Used in Communication & Negotiation**

4.1 Pre-Conditioning

4.2 Body Language & Environment

4.3 The Coach

4.4 Monkey on the Back

4.5 Silent Treatment

4.6 Being Boring

4.7 Nibbling

4.8 Higher Authority

4.9 Good Cop Bad Cop

4.10 Carved in Stone

## **Module 5 – Need & Wants**

5.1 Nego Bar

5.2 Needs vs Wants

5.3 Case Study on Needs & Wants

## **Module 6 – The Nego Matrix**

6.1 Outcomes in Negotiation

6.2 Focus Area – Price, Datelines, Quality & Deliverables

6.3 When Negotiation Starts

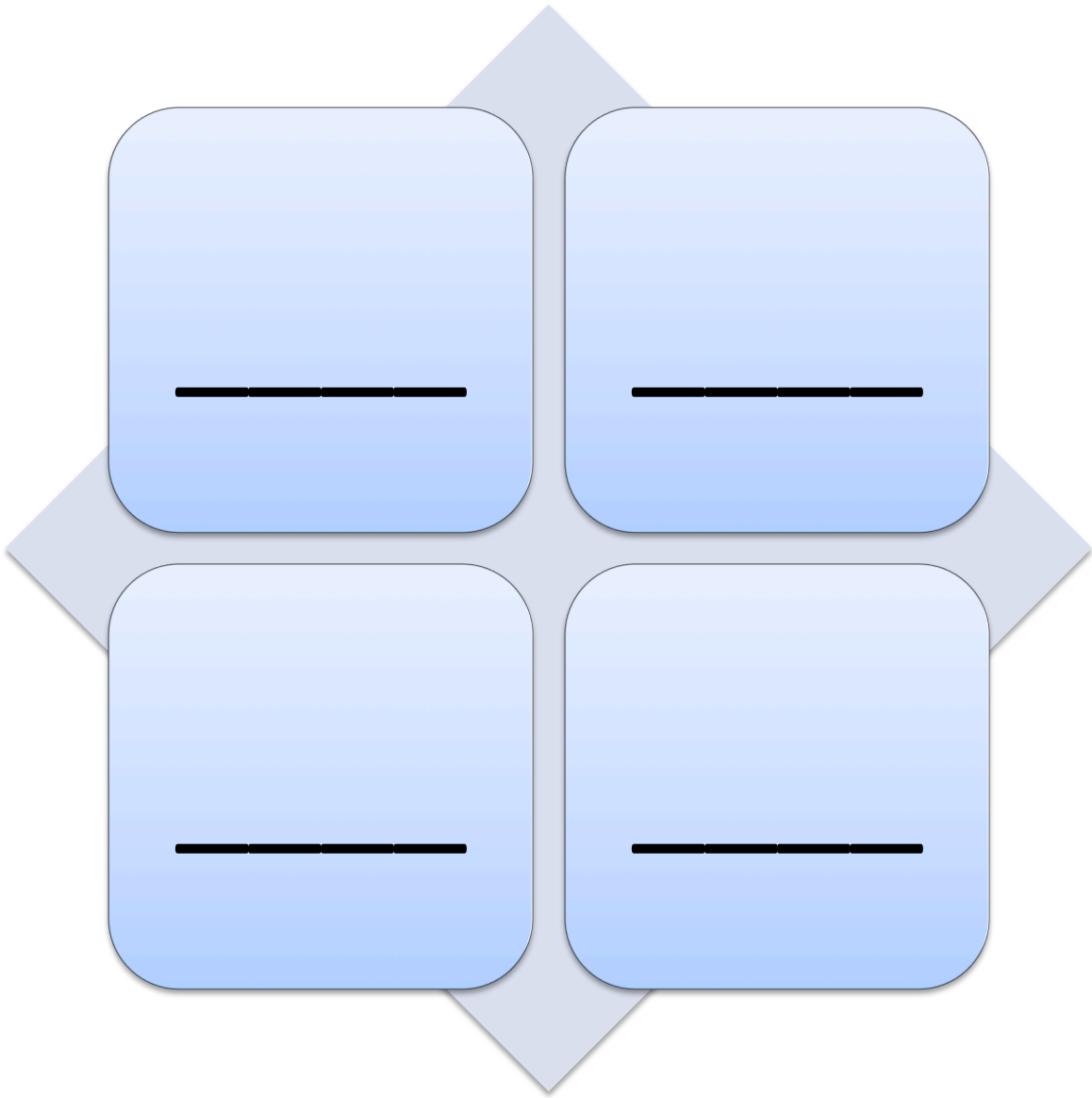
6.4 Nevers Down, Always Right

6.5 When to Say NO!

6.6 Emotional vs Objective

# **MODULE 1**

## **4 STYLES IN COMMUNICATION**



## **1.1 THE VISIONARY**

## **1.2 THE NURTURER**

### **1.3 THE COMMANDER**

### **1.4 THE ANALYZER**

# **MODULE 2**

## **THE 6 LAWS OF INFLUENCING**



## 2.1 LAW OF LIKING

Reflect on your work relationships for a moment. If you're in a room with people you like and others you don't, who would you side with? The odds are you'd side with those you like, even if you don't necessarily agree with them.

Likability comes in many forms — people might be similar or familiar to us, they might give us compliments, support and encourage us, or we may just simply trust them. Cialdini tells us that we are naturally predisposed to be influenced by people we like, and that people will be more likely to buy from or follow people like themselves.

Developing your emotional intelligence and active listening skills are integral to building good relationships. Ensure you put in the time and effort required to build trust and remain consistent, and remember that every person is different and relates to people in different ways. Ultimately don't try too hard to be liked or you'll come across as disingenuous and this will do you more harm than good.

### **Examples:**

## 2.2 LAW OF AUTHORITY

We are taught to respect authority from an early age, and as we grow into our careers we develop a sense of duty or obligation to people in positions above us. Authority can take many forms, and each of us views it differently. From job titles, uniforms, educational background, knowledge and experience, or even the things we own, authority, according to Cialdini, is an important factor in determining how likely people will be to respond to your ideas or requests.

Find which aspect of authority is most respected by your target audience and your ability to influence them will be greatly increased. If you're trying to get an idea off the ground, garner support from influential and powerful people and ask for their help in backing you.

When selling a product or service highlight well-known and respected customers, use research and statistics, and gather comments from industry experts or government sources. Also take care in how your information is presented - the more professional your material, the more authority people will place in both you and your product.

### **Examples:**

## 2.3 LAW OF CONSISTENCY

Cialdini says that we have an inherent need to be consistent and, consequently, once we commit to something we're inclined to see it through. This principle flows on from the idea of reciprocation, in that a colleague or manager would probably be more likely to support your proposal for process changes or product development if they had shown interest when you first mentioned the idea.

It is essential to get people's commitment early on, either verbally or in writing. If you're building support for process improvements or a new project, discuss your ideas early on with stakeholders, and make sure you take their views on board.

If you're selling a product, offer an incentive or make it easy for people to change their mind once they've bought it. Buying the product is the early commitment, even though they have the right to return it if they want.

### **Examples:**

## 2.4 LAW OF SCARCITY

The fourth principle works on the notion that things are more attractive when their availability is limited, or the opportunity to get something at a good price is fleeting.

In practice, people will be more likely to buy a product if they're told it's the last one available or that a special offer will expire. Set a closing date for an offer or create customised products just for them.

The fear of missing out is a powerful motivator, even within organisations. People will be more likely to get behind an idea if they're told there's only a short window for success or if delays will come with dire consequences.

### **Examples:**

## 2.5 LAW OF SOCIAL PROOF

Otherwise known as 'safety in numbers', Cialdini suggests that people are more likely to do things if others are already doing them. For example, we're more likely support an idea if other team members are doing the same; buy a product if we know others have already bought it; or eat in a restaurant if it's busy. Humans, being communal creatures, are particularly susceptible to this principle. We're wired to believe that if a lot of people, particularly those who are familiar or similar to us, are doing something then it must be OK, and if we're feeling uncertain our vulnerability to influence increases dramatically.

Social proofing in practice is the art of creating a buzz around your product or idea. If you need support for a project, gather support from influential people in your organisation before pitching it to the decision makers.

When selling a product or service, highlight the number of people using it, rather than the fear of not using it. Using relevant testimonials from people familiar to your potential customer, case studies or social media interaction will foster a different kind of fear in your client — the fear of missing out.

### **Examples:**

## 2.6 LAW OF RECIPROCAL

While there are always exceptions, most people tend to return favours given or pay debts, and try to treat others as they are treated. Cialdini found that the notion of reciprocity often makes us feel obliged to offer concessions, discounts or support to others if they have offered them to us. His research determined that we are uncomfortable feeling indebted to others.

For example, if a colleague helps you with a challenging project or task, you will probably feel obliged to support their ideas for implementing new risk management processes. Another example is a customer being more inclined to purchase a product if they have been offered an aggressive discount. Or you might be more inclined to go the 'extra mile' in helping someone if they have offered you a token gift or simply been pleasant to you.

Identify your objectives and think about what you want from the other person. Understanding your need will help you identify what you can give to them in exchange. It can be something as simple as reminding them that you've helped them in the past, or that a previous product was beneficial to them. Then follow up with further reciprocation — highlighting your willingness to assist them will go a long way toward them trusting and, in turn, helping you.

### **Examples:**

With Cialdini's principles in mind, it becomes easier to appreciate the value of understanding your customer or target audience and to use your newfound knowledge to influence them accordingly. However, be careful when following these principles, as it can be easy to use them to mislead or deceive people, or to appear calculating. Honesty is always the best policy.

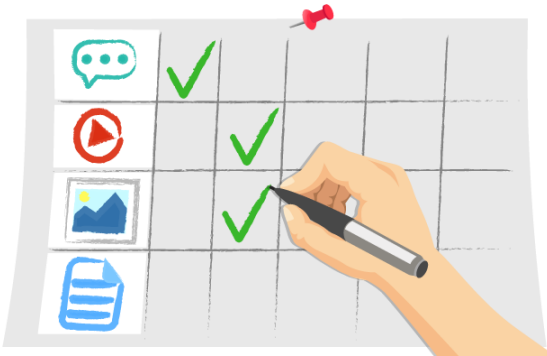
## **2.7 THE EXTRA LAW**

# **MODULE 3**

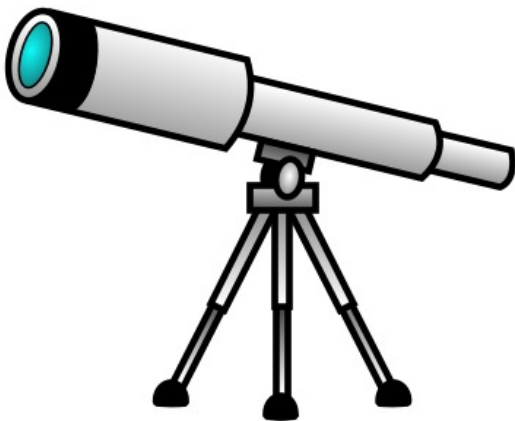
## **6 GOLDEN PRINCIPLES OF A NEGOTIATOR**



### 3.1 PLANNING & ORGANIZING



### 3.2 FAR SIGHTED





## **Gathering Information**

People use a kind of shorthand when speaking. We generalise and delete information. This exercise helps you to be able to recognise this and ask the appropriate questions to recover the missing information.

### **General and Specifics**

#### **General**

May present things in random order  
Have overviews and summaries  
Use concepts and abstracts  
Use simpler sentences with few modifiers or details  
Appear to be extremely vague and woolly (to a Specific)

#### **Specifics**

Speak in step-by-step sequences  
Use a great deal of modifiers, adverbs, adjectives  
Use proper names for people and places  
Only seem aware of the step before and the step after  
Appear to use exceptional details (to a General person)

We spend up to 80 per cent of our conscious hours using four basic communication skills:

- writing
- reading
- speaking and
- listening

Listening accounts for more than 50 per cent of that time, so we're actually spending 40 per cent of our conscious time just listening. We tend to give little attention to the listening part of the of the communication process, which is amazing considering the facts stated here.

On average, people retain only 25 per cent of what they hear. There are many reasons why this is the case:

- We perceive listening as a passive activity and find the prolonged concentration required impossible to maintain
- The average person speaks at about 130 words per minute, whereas our thinking speed is about 500 words per minute. Consequently, we are continually jumping ahead of what is actually being said. We often, therefore, go on 'mental walk-about', thinking of other things
- We don't clear our minds beforehand so the 'noise in our system' shuts out or distorts what is being said
- The listener is tense with emotion so that his or her ability to listen is seriously impaired

- We are concerned with our reply so that the concentration is on this rather than what is being said to us
- The perception of the listener may so differ from the perception of the talker that a totally different interpretation of the information may occur

### How can we improve our listening?

Quite simply by getting the sender of the message involved with the receiver to create a 2 way communication. The technique of making the process of communication two-way is called '**ACTIVE LISTENING**', which as the name suggests is an active not a passive process.

### Active Listening Steps

The steps in active listening are:

*A* receives a message

*B* receives a message. This involves concentrating fully on what is being said

*B* states what s(he) has understood but **makes no evaluations**

*A* either agrees with *B*'s interpretation or, if not, sends the message again

This process is continually repeated until understanding by both parties has been achieved

### Active Listening Techniques

Two techniques that can help us become more competent at active listening are Summarising and Reflecting.

### Summarising

This is concerned with the factual side of the message and involves stating back to the speaker the listener's understanding of the information. This paraphrasing should take place at regular intervals and has the advantage of:

- checking understanding
- offering opportunities for clarification
- showing the speaker that you have been listening to what has been said, thus demonstrating your interest
- giving the speaker feedback on how well the message has been expressed
  - a. Useful phrases are:
  - b. "As I understand it, what you are saying is ...."
  - c. "So your point is that ...."

### Reflecting

This is like holding a mirror in front of the speaker, reflecting back phrases as you hear them. This increases clarity and lets the speaker know that you are hearing accurately. You may be reflecting back data or feelings. In the case of the latter, recognition of the speaker's feelings builds empathy between you.

## Non-verbal communication

Active listening is greatly enhanced by the judicious use of non-verbal communication, which includes:

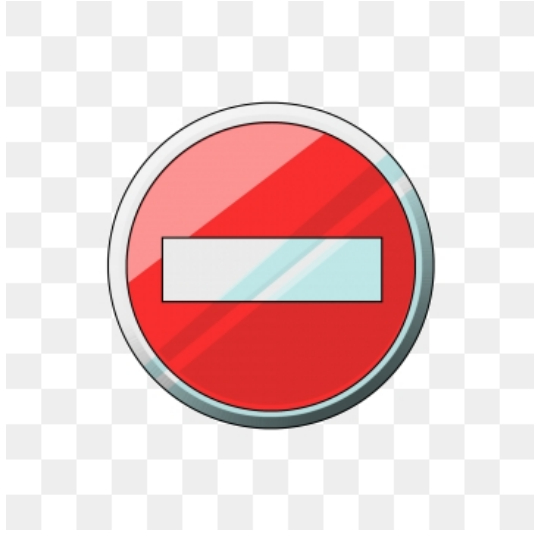
- the receiver making eye contact with the speaker 60 - 80 per cent of the time
- nodding and shaking the head when appropriate
- mirroring the speaker's body language, although it is important not to 'mimic' the speaker's posture

Research has shown that we take in 7% by words, 38% by tone of voice and 55% from body language. That means that *HOW* something is said, and *HOW* they hold themselves reveals more than *WHAT* they say.

### 3.5 EMPHATIZER



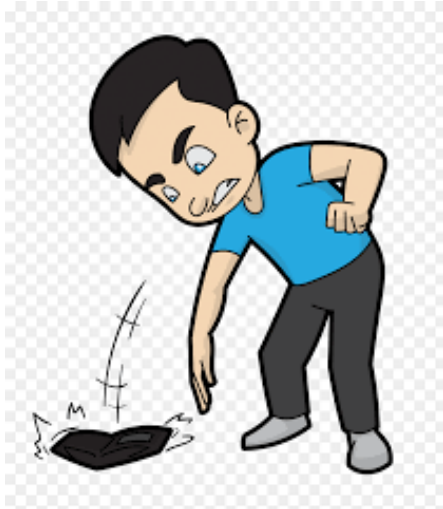
### 3.6 NO MEANS NO



# **MODULE 4**

## **DIRTY TRICKS**

## 4.1 PRE-CONDITIONING



## 4.2 BODY LANGUAGE



### Communications

Research into the effects of communications has shown that the effects of body language or non-verbal communication is very high. This means that for the Negotiator you need to be able to interpret body language and understand what the individual is 'saying' with their arms, eyes and posture. One word of warning - be careful to take a cluster of movements into account, not just one single gesture.

In 1969 - Mehrabian found that:-

Message impact:

Verbal	7%
Vocal	38%
Non-verbal	<u>55%</u>
TOTAL	<u>100%</u>

In 1971, Birdwhistell found that the average person speaks words for a total of 11 minutes a day. An average sentence lasts only 2.5 seconds and most communication (65%) is non-verbal. Like Mehrabian he found that the verbal component of face-to-face conversations is less than 35% and that over 65% of communication is done non-verbally. He contends that a



well-trained person can tell what a person is saying by the gestures they are making and that by looking at gestures, Birdwhistell could tell what language people were talking!

Verbal communication is used for conveying information; non-verbal for feelings and showing attitudes.

You will do an exercise on the words chosen and how they indicate what senses an individual chooses to process information with most of the time. Be sure that as a Negotiator you use a range of words so that everyone in the room can understand your meaning.

### 4.3 THE COACH



### 4.4 MONKEY ON THE BACK



#### 4.5 SILENT TREATMENT



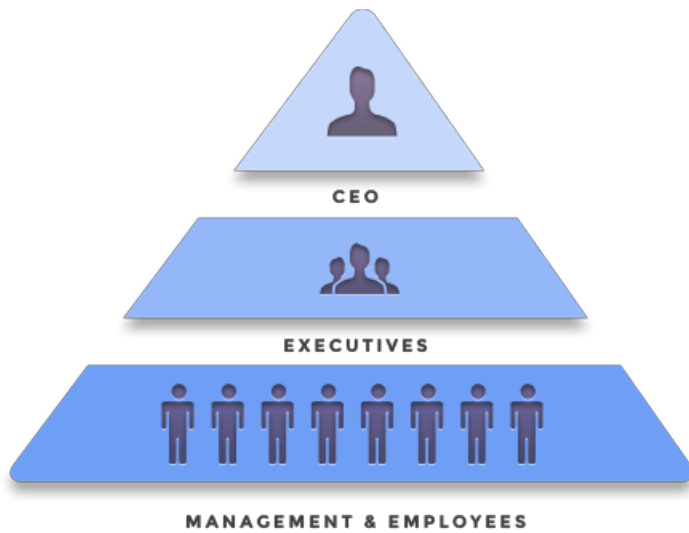
#### 4.6 BEING BORING



#### 4.7 NIBBLING



## 4.8 HIGHER AUTHORITY



## 4.9 GOOD COP BAD COP



## 4.10 CARVED IN STONE

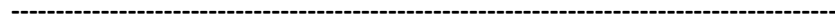


# **MODULE 5**

## **NEEDS & WANTS**

## 5.1 NEGO BAR

Nego



Line

## 5.2 NEEDS VS WANTS

### 5.3 CASE STUDY NOTES (REFER TO HANDOUT)

# MODULE 6

## NEGO MATRIX

**SAMPLE MATRIX A:**


**SAMPLE MATRIX B:**




## **6.1 OUTCOMES IN NEGOTIATION**

## **6.2 FOCUS AREAS**

## **6.3 WHEN NEGOTIATION REALLY STARTS**

## **6.4 NEVER DOWN, ALWAYS RIGHT**

## **6.5 WHEN TO SAY NO**

## **6.6 EMOTIONAL VS OBJECTIVE**