

Index

- Accommodation stance, issues versus relationship, 101, 102
- Adversarial situations/tactics, 13, 141–154, 161
- Agenda:
 setting, 88–89
 as win-win tactic, 121–122
- Aggressive/confronting (A/C) style, 107, 117, 209
- Agonizing, as concession strategy, 55
- Agreement/contract, summarizing, 96
- Albrecht, Karl and Steve (*Added Value Negotiating*), 49
- Anger. *See* Emotion/anger
- Asserting/persuading skills, improving, 112–114
- Assertive/persuasive (A/P) style, 108, 117, 209
- Authority escalation, as adversarial tactic, 143
- Authority limits, as win-win tactic, 122
- Avoidance stance, issues versus relationship, 101
- Avoiding/withdrawing (A/W) style, 108, 117, 209
- Bacon, Terry (*Selling to Major Accounts*), 170
- Balancing the scales, as win-win tactic, 123
- Bargaining/haggling, 7, 9–10
- Berlew, David, 110
- Best Alternative to a Negotiated Agreement (BATNA), 57, 58, 133, 135, 138, 152
- Bluffing/lying, as adversarial tactic, 143
- Bordone, Robert C., 89–90
- Boss, negotiating with, 174–175, 181–183, 186–187, 189, 190
- Bradford, David (Cohen and; *Influence without Authority*), 171
- Bradley, Bill, 86
- Brainstorming, as win-win tactic, 123
- Bundling, as win-win tactic, 124
- Business/substantive objectives, 11, 34
- Buy/sell situations. *See* Sales (buy/sell) situations
- Cadence of agreement, 88
- Camp David negotiations, wants versus needs, 22–23
- Car buying/selling, 25–26, 160
- Caucus, as win-win tactic, 124–125
- Change negotiator, as win-win tactic, 125–126
- Change of pace, as win-win tactic, 125
- Chariots of Fire*, wants versus needs, 22
- Cherry-picking, as adversarial tactic, 143–144
- Climate, setting, 87–88
- Closing the deal, as win-win tactic, 126
- Closing stage, 96–97, 163, 165, 202
- Cohen, Allan (and Bradford; *Influence without Authority*), 171
- Cohen, Herb, 65
- Collaboration stance, issues versus relationship, 101, 102
- Colombo a.k.a. Playing Dumb, as win-win tactic, 126–127
- Common interests, as win-win tactic, 127
- Compromise stance, issues versus relationship, 101
- Concessions, strategies for making, 12, 51–59, 114, 127–128
- Conflict, 2–7
- Contingency reserve, 180
- Convert the associates, as win-win tactic, 128
- Cost, initial (IC), 169
- Cost of ownership, total (TCOO), 169
- Cost/value ratio, concessions, 52
- Creative currencies exercise, 46–47
- Crunch time, as adversarial tactic, 144
- Currencies, 43–59
 elegant, 46, 54–55
 identifying alternative currencies/options (Step 3), 12, 80–81, 93–95, 197, 214
 internal negotiations, 172
 Inventory of value-added currencies, 51, 59
 matching to needs, 95–96
 multiple (negotiating versus bargaining), 10

INDEX

- Currencies (*continued*)
 positioning to show value, 69–70
 power in alternative, 63, 67–69
 prime, 45–47
 in selling situations (complex), 49–51
 triangle, 52–54
 types of, 44–51
- Customer:
 negotiations, 14 (*see also* Sales (buy/sell) situations)
 relationships, broad-based, 170
 sales cycle (attention-interest-decision-implementation), 5–7
- Deadline pressure, tactics and, 144–145, 157
- Deadlock, as adversarial tactic, 145
- Decision making authority, 90, 172–173
- Desired settlement point (DSP), 37
- Disclosure, as win-win tactic, 129
- Divide and conquer, as adversarial tactic, 145
- Document, marking up; as win-win tactic, 130–131
- Elegant concessions/currencies, 46, 54–55
- Emotion/anger:
 avoiding, 113–114
 emotional outburst a.k.a. Artful Freak-Out, as adversarial tactic, 146
- Empathy, 116, 128–129
- End run, as adversarial tactic, 146
- Equipment as currency, 48, 67
- Expand the pie, as win-win tactic, 129–130
- Exploring stage, 92–96, 163, 165, 202
- Face-saving techniques, as win-win tactic, 130
- Facilities as currency, 48, 67
- Facts/logic, use of, 172
- Fait accompli, as adversarial tactic, 146–147
- Fight-flight, 102–105
- Financial currencies, 48, 67
- Fisher, Roger (and Ury; *Getting to Yes*), 115
- Fixed price (take it or leave it), 7, 8–9, 101–102, 152
- Forbes, Malcolm, 142
- Franklin, Benjamin, 62
- Funny money, as adversarial tactic, 147
- Good guy/bad guy, as adversarial tactic, 147–148
- Goodwill, 54
- Guder, Robert F., 120
- Hallway negotiations, 173–174
- Hellman, Lillian, 170
- Human and business impacts (HABI), 169–170
- “If-then” language, 56, 114
- Information as currency, 48, 68
- Internal negotiations, 170–174, 179–181, 186, 188–189
- Inventory of Value-Added Currencies, 51, 59
- Issues versus relationship, importance of, 101
- Kennedy, John F., 203
- Laser, R. J., 2
- Last and final offer, as adversarial tactic, 148
- Listening/questioning skills, 93–95, 115–117, 136–137
- Loan processing case, 26–31, 35–36, 111–112, 160
- Logistics (inbound/outbound), currency of, 50
- MacDonald, George, 156
- Maddux, Robert A., 168
- Mahfouz, Naguib, 109
- Management situations, wants versus needs, 24–25
- Marketing, currency of, 50
- Marking up the document, as win-win tactic, 130–131
- “Me versus you” versus “us versus the problem,” 171–172
- Mill, John Stuart, 194
- Missing man maneuver, as adversarial tactic, 148
- Money-in-a-pot exercise in creative currencies, 46–47
- Most viable alternative (MVA) and least viable alternative (LVA) continuum, 65
- Needs. *See* Wants and needs
- Negotiation:
 defined, 2
 executing (Steps 5–8), 12–14, 198–202
 Step 5 (planning to execute stages), 12–13, 198–199, 215
 Step 6 (assessing negotiating styles), 13, 118, 199–200, 215
 Step 7 (tactical orientation determination), 13, 155–165, 200–201, 216
 Step 8 (tactical selection), 13, 161–162, 201–202, 217
 need for, 2–7
 overview, 11–14, 193–204, 211–217
 planning (Steps 1–4), 11–12, 77–82, 194–198, 212–214
 Step 1 (wants/needs determination), 11, 77–78, 194–195, 212
 Step 2 (position development), 11–12, 37–39, 41, 79–80, 196, 213

Index

- Step 3 (currencies/options identification), 12, 80–81, 93–95, 197, 214
- Step 4 (power assessment), 12, 71–72, 81–82, 197–198, 214
- power hierarchy of, 7, 10–11
- principles, 203–204
- process of exchange, 2, 7–11
- skills/behaviors, negotiating, 13, 63, 69, 109–117
- stages (*see* Stages model, negotiation)
- styles (*see* Style(s), negotiating)
- Neutral zone actions, 161
- Nibbling, as adversarial tactic, 148–149
- “No,” saying:
 - as win-win tactic, 133
 - versus “Yes, and . . .,” 181
- Nonnegotiable demands, as adversarial tactic, 149
- Not-engaging strategy, 7–8

- Objective(s), 33–41
 - business versus personal, 11, 34
 - continuum, wants-needs-objectives-positions, 36
 - key points, 39–40
 - needs/objectives matrix, 34–36, 40, 78, 194–195, 212
 - versus position, 37
- Objective criteria, as win-win tactic, 131
- Off-the-record discussions, as win-win tactic, 131–132
- Opening position (OP), 37–38
- Opening stage, 87–92, 163, 165, 202
- Open/responsive (O/R) style, 108, 117, 209
- Operations, currency of, 50
- Options/currencies, identifying alternative (Step 3), 12, 80–81, 93–95, 197, 214

- Paradox of power, 62
- Patience/persistence, as win-win tactic, 132
- People as currency, 48, 67
- Personal attacks, as adversarial tactic, 149–150
- Personal negotiating situations, 14
- Personal objectives, 11, 34
- Pinch factor, as win-win tactic, 132–133
- Poor mouthing, as adversarial tactic, 150
- Position(s):
 - developing (Step 2), 11–12, 37–39, 41, 79–80, 196, 213
 - versus objectives, 37
 - opening (OP), 37–38, 90–92
- Positive exchanges, making, 56–57
- Power, 7–12, 61–72
 - in alternative currencies, 63, 67–69
 - in alternative skills/behaviors, 63, 69
 - in alternative sources, 63, 64–67
 - assessing (Step 4), 12, 71–72, 81–82, 197–198, 214
 - hierarchy of exchange processes and, 7–11
 - paradox of, 62
 - perception of, 63
 - practical application, 71–72
 - of the relationship, 70–71
- Price versus value, 168–169
- Prime currency, 45–47
- Principles, key, 203–204
- Priorities as currency, 48, 67
- Process, establishing, 89–90
- Process of exchange, 2, 7–11, 44–45
- Proprietary agreements as currency, 49, 68
- Psychological reciprocity, 56, 116–117
- Purchasing, currency of, 50
- Push/pull behaviors, 106, 107
 - pull skills (questioning/listening), 93–95, 115–117, 136–137
 - push skills (asserting/persuading), 110–114

- Qualifiers, avoiding, 113
- Questioning/listening skills, 93–95, 115–117, 136–137

- Reciprocity, psychological, 56, 116–117
- Recognition and rewards as currency, 48, 68
- Red herring, as adversarial tactic, 150
- Refrigerator example, 44–45
- Reilly, Tom (*Value-Added Selling*), 50
- Relationship:
 - issues versus, 101
 - long-term, and tactical orientation, 158
 - power of, 70–71
 - team, 192
- Risk mitigation as currency, 49, 68
- Rough-Rider Outfitters/Voice Response, Inc. case, 72–82, 171, 195, 212
- Rules, as adversarial tactic, 151

- Sales (buy/sell) situations, 168–170, 186, 187–188
 - currencies, 49–51
 - settlement ranges, 38–39
 - wants versus needs, 23–24
- Sales cycle (attention-interest-decision-implementation), 5–7
- Scaling, as win-win tactic, 134
- Service, currency of, 50
- Settlement range, 11, 37–39, 55, 79–80, 92
- Shapiro, Ronald (*The Power of Nice*), 20
- Side memos, as win-win tactic, 134
- Silence, using, 115
- Simple solutions, as adversarial tactic, 151
- Skills/behaviors, negotiating, 13, 63, 69, 109–117

INDEX

- Soak time, as win-win tactic, 134–135
- Sources, alternative; power in, 63, 64–67
- Specifications, 175–181, 189
- Split the difference, as adversarial tactic, 151–152
- Staffing/productivity, wants versus needs, 24–25
- Stages model, negotiation:
overview/introduction, 12–13, 86–87, 97–98, 198–199
stage 1: opening, 87–92
 establishing process, 89–90
 setting agenda, 88–89
 setting climate, 87–88
 stating/responding to opening positions, 90–92
stage 2: exploring, 92–96
 distinguishing wants/needs, 92–93
 identifying alternative currencies/options, 93
 matching currencies to needs, 95–96
stage 3: closing, 96–97
 communicating/implementing, 96–97
 summarizing agreement/contract, 96
tactics by stage (overview table), 163, 165, 202
- Stanhope, P., 34
- Style(s), negotiating, 100–109, 117–118
aggressive/confronting (A/C), 107, 117, 209
assertive/persuasive (A/P), 108, 117, 209
assessing (Step 6), 13, 118, 199–200, 215
avoiding/withdrawing (A/W), 108, 117, 209
changing, 108–109
choosing best overall approach, 101–102
fight-flight continuum, 102–105
issues versus relationship, 101–102
open/responsive (O/R), 108, 117, 209
push and pull behaviors, 106, 107
versus skills, 106
survey, 13, 100, 102, 107–108, 205–210
team negotiations, 186, 190
- Summarizing/paraphrasing, 115, 135
- Surprises, as adversarial tactic, 152
- Tactical orientation (Step 7), 155–165, 200–201, 216
continuum (adversarial/win-win zones), 158–159
determining, 156–158
key points, 162
- Tactical selection (Step 8), 13, 161–162, 201–202, 217
- Tactics, specific:
adversarial/countertactics, 141–154
by stage (overview table), 163, 165, 202
win-win, 119–140
- Take it or leave it (fixed price), 7, 8–9, 101–102, 152
- Tangible/intangible currencies, 48
- Tasks, analyzing, 175–178, 189
- Team negotiations, 184–186, 187, 190–192
- Team seating, as win-win tactic, 136
- Testing questions, as win-win tactic, 136–137
- Thales, 206
- Threats, as adversarial tactic, 152–153
- Time/timing:
deadline pressure, tactics and, 144–145, 157
triangle (specification/time/resources), 175–181, 189
- Todd, Gillien S., 89–90
- Toyota Prius example, 64
- Triangles:
currency, 52–54
specification/time/resources, 175–181, 189
- Trust, tactical orientation and, 157
- Ury, William (Fisher and; *Getting to Yes*), 115
- Value proposition pyramid, 169–170, 188
- Voice Response, Inc./Rough-Rider Outfitters case, 72–82, 171, 195, 212
- Walk-away, 38, 137
- Wants and needs, 11, 19–32
concessions and, 57
continuum (wants-needs-objectives-positions), 36
currencies and, 95–96
determining (Step 1), 11, 77–78, 194–195, 212
distinguishing between, 21–31
exploring stage, 87, 92–93
inflating, in internal negotiations, 172
needs/objectives matrix, 34–36, 40, 78, 194–195, 212
pull skills/techniques for assessing needs, 115
win-win agreements, 20
- Warning versus threatening, as win-win tactic, 137–138
- “What if?”/“what else” questions, 116, 138
- Willard, Frances, 100
- Win-win agreements, 20, 157–158
- Win-win tactics, 119–140
- Win-win zone actions, 161
- “Yes, and . . .” versus “No,” 181
- Zeroing in, as win-win tactic, 138–139