## Index

ability 255	sign-on 185, 202, 214, 257
accountability 63, 277-8	tactics 252, 253, 257, 262-4, 266,
empowerment/risk assessment link	271, 276, 277, 281, 282, 286, 288
219, 222	time constraints 239-40, 245
agenda 158-9, 295-6	trust/respect 189
positioning 159–60	value 2, 4, 5, 16, 26, 50, 155, 158, 183,
agreement	199, 203, 212, 222, 223, 262, 291,
basic terms 159	292, 301
break point 137	well thought through 14
brokering 300	analytical skills 154–6
building 26, 27, 31–2, 52, 155	anchoring position 43-4, 70-71, 186,
circumstances 81	244
compromised 170–71	broken record 245–6
cooperation 30	mock shock 245
fair 226–7	power statement 244-5
historical 71	professional flinch 245
'in principle' 208–9	sow the seed early 244
length/sustainability 49–50, 53, 55,	anxiety 170–71
72, 119, 128, 188, 227, 249	appropriateness 19–20, 35, 78
negotiating 2-6, 24, 124, 182, 193, 226	attributes
no agreement 111	personal 229–31
objectivity 194	risky 231–2
options 163–4	auction 240
outcome 182–3, 197	avoidance strategy 204–5
performance requirement 77	
personality and 119–20	bargaining range 42
profitability 125	bartering 37-8, 53
quality of 18	BATNA (Best Alternative to a
record of offer 299	Negotiated Agreement) 65, 91–2,
risks 52	142

1 1 :	1.6.4. 1.1.4.40
behaviours	defining own break point 142
apply analytical skills to manage value	identifying issues 142–3
of deal 154–6	reading/defining 139–142
clear thinking 128–30	broken record 108, 245–6
create/maintain climate for trust	building block technique 249–50
156–8	business values 215
defining what you do in negotiation	
125–6, 128	central issue 260
develop/use agenda to control	challenges
proceedings 158–60	appropriateness 19–20
development of 123–4	clear/respected process 289
explore options to gain agreement	discipline 289
163–4	no rules 16
fairness 130–33	performance review 16-18
listening and interpreting meaning	self-review 13, 14
behind words 143–5	choices 227–8
manage discomfort 133–6	clear thinking 128–30
opening position 136–40	clock face
plan/prepare information 145–7	background 23-4
question effectively 147–51	bartering 37-8
reading the break point 139–143	lidding 38–41
self-control 133–6	complete skilled negotiator 27–8
silence 133–6	concession trading 46–8
sports' pro/negotiator parallel 124	dealing 45–6
think creatively 161–3	definitions 25–7
trade concessions effectively/	different ways to negotiate 33-5
conditionally 152–4	hard bargaining 41–5
value per minute 125	power 28–30
Berne, Dr Eric 174	problem solving 50–52
bidding and tendering 24, 38-41, 40-41,	relationship building 52–7
62	skills and attitudes 36–7
body language 169–70	summary 57–8
boss, the 200	total value and mutual opportunities
disempowerment of 210	31, 33
empowerment of 206	trust 30-31
escalation strategy 209	why it works 35–57
'in principle' agreements 208–9	win-win 48–50
manage in the background 207	collaboration 12–13, 27
top-to-top meetings 208–9	compassion 232
as your worst enemy 205–10	competition 71–2
brand 67–8	complacency 24, 56–7, 79
credibility 69–70	Complete Skilled Negotiator 26–7, 34,
development 69	67,95
market share 68	definition 27–8
power 68–70	flexibility 164
break point 42, 136–40	listening skills 170

nothing happens by accident 193	defence in depth 246–7
plan/prepare information 145	deliberate misunderstanding 252–3
planning and preparation 257	delivery 265–6
	denied access 238–9
recognise process/gamesmanship 226–7	Dennis, Felix 256
,	
self-awareness 178–9	dependency
STROB technique 147–9	balance of power 81, 84
successful 166	creating options 67
tactics 104, 107, 110, 111, 119	imbalance 65
trade-storming 291–2	level of 64–5
visible emotion 191	diplomacy 119
complexity 282–4	discomfort, managing 135–6
compliance 281–2	dumb foreigner 253
concession trading 46–7, 152–3	
use right questions 153–4	ego state
vs win–win negotiation 47–8	adult 177–9
conflict 128–30, 156, 213	child 176
conscious competent 174–9	critical parent 174–5
conscious negotiator 105–6	negoriation and 180–82
consideration 230	nurturing parent 175–6
contract negotiation 75, 77-8	responses 176–9
contract period 266–7	emotion 7, 10, 20, 21, 58, 226
control 132	art of losing 182–5
power creation 95–6, 98–101	be dispassionate 226
costs 249–50	effect on negotiation 165-71
creative thinking 118–19, 161	emotional intelligence 179-82
possibilities/risks due to broad agenda	need for satisfaction 185-9
161–2	objectivity 171
presentation 162-3	role of 167
curiosity 144	self-discipline/self-control 166
	signs of stress 168–71
deadlines 237	summary 196–7
deal breakers 214	trust vs tactics 189
deal making 45–6, 76	(un)conscious competent 172–3,
deceit 251–2	174–9
deliberate misunderstanding 252–3	understanding 167–8
dumb foreigner 253	values 179
incorrect summary 252	visible 190–94
loss leader 253	emotional ego 194
Trojan Horse 252	emotional intelligence 179–80
decision making	domains 180
empowerment by customer 218	extroverts 180
linking empowerment to	introverts 180–81
accountability/risk assessment	negotiation and 181–2
219, 222	self-awareness/self-control 180
values/ethics 225–6	empathy 230
varues, ettiles 225-0	chipathy 230

integrity 229–30	experiential workshops 193
issue map 160, 293–5	focus 5–6
issues, identifying 142–3	honesty 13
'it's all I can afford' 247–8	human values 11–12
	insight 9
joint problem solving 77, 103	jigsaw puzzle analogy 283–4
'just one more thing' 237–8	motivation 3
	no good, bad, right or wrong 18, 34–5
Kennedy, Gavin 242	nothing happens by accident 19–20
Kerviel, Jerome 204	proactive 6
knowledge 93, 95, 255	reasons 4–6
	right price 8–9
Lax, David 74	satisfactory 8–9
Leeson, Nick 204	summary 300–302
listening skills 143	vs selling 10–11
active 193	new faces 248–9
emotion and 170	Newton's Law: of Motion 95
learn to shut up 144–5	acceleration 99–100
questions asked 144	inertia 96, 98–9
soft exposing giveaways 144	reaction 101
stop and interpret information offers	'nothing is agreed until everything is
144	agreed' 283
losing, art of 182–5	numerical reasoning 138–9
loss leader 253	
	off the record 234–5
market conditions 71–2 mock shock 245 motivation 3	off-limits 248
mock shock 245	official authority 247
	onus transfer 248
move planner 296–8	open mind 284
	agreeing in principle 286
need 81, 84	changing shape of deal 286
negotiation	new ideas 285–6
agenda 98–9	taking your time/being patient 284–5
'another level, another per cent' 206-7	openness 231
background 1–2	opportunities, mutual 31, 33
challenges 13–14, 16–20	options
chess analogy 16	creating 67
collaboration 12–13	exploring 163–4
colleague to colleague 171	managing 29
comfortable with being uncomfortable 6–8, 168	understanding and building 91–3
confidence 6–8	partnerships 23, 112
defining what you do 125–6, 128	building value 54
definition 2–3	comfort, familiarity and complacency
effective 5	56–7
environment 36	ethical 54

formed 54	position
reality of 53–7	anchoring 43–4, 70–71, 186
strategic importance 54–5	extreme 135–40, 185
strong 55–6	medium- or long-term 44–5
value of 52	opening 136–40, 203
vs bartering 53	playing at home 44
payment terms 267	price, fee, cost on agenda 159–60
performance 45, 281–2	power 28–9
personal attributes 229	accountability and 63
consideration 230	balance of 50, 60–61, 65, 67
empathy 230	brand 67–70
honesty 230	circumstances 73-5, 79-81, 84,
integrity 229–30	86–93, 95
respect 229	competitor activity 71–2
responsibility 231	constraints 61–2
trust 229	creating 65, 95–6, 98–101
personal favour 242	history/precedents 70–71
personal relationships	influencing factors 64-79
balance 79	information and 42, 60–61, 63, 93, 95
generosity 79	level of dependency 64–5, 67
respect 78–9	market conditions 71–2
trust 78	meaning 59
planning and preparation 255-7	need and dependency 81, 84
agenda 295–6 challenges 288–9 discipline 289 information 145–7	personal relationships 78–9
challenges 288–9	physics-psychology parallel 95–6,
discipline 289	98-9
information 145–7	product, service, contract 75–8
issue map 293–5	relative 59
knowing what variables to work	size of both parties 67–70
with 271–5	supply and demand 89–93
managing complexity 282-4	threats and consequences 86–8
move planner 296–8	time and circumstances 73–5, 84,
open mind 284–6	86
options, possibilities, scoping	transparency and knowledge 93, 95
289	understanding the individual 62–3
practical perspective 288–300	see also empowerment
primary variables 264–8	power statement 129–30, 244–5
process 290–91	presentation, creative thinking 162–3
record of offers 299–300	pressure points 5–6
risk as negotiable 275–9, 281–2	price/specification 249–50, 260–62,
teams 288	264–5
trade surveyor 292–3	proactivity 96, 98–9
trade-storming 291–2	problem solving 50–52
understanding value 259–64	product negotiation 75, 76–7
uniqueness of every deal 257–8	professional flinch 138, 190–91, 245
working with variables 268	Program on Negotiation at Harvard 48–9
0	

proposal, delivering 43–5 prospective costs 39	Rusnak, John 204 Russian Front 232, 242
questions 141	salami tactic 274
closed 151	satisfaction 8–9, 185–9
closing 151	Sebenius, James 74
comparative 150	self-awareness 2–3, 103, 104, 178–9, 180
contact 150	self-control 133–5, 180
effective 147–9	service negotiation 75, 76–7
extension 150	signals, the 143
hypothetical 150, 234	silence 10, 135–6, 243
interrogative 150	slice, the 251
leading 151	social smell 243
mirror 151	specification 267–8
multiple 151	stress 168–71
opinion seeking 150	STROB (Scope, Terms, Risks, Options,
probing 150	Barriers) technique 147–9
reflective/summary 150	sunk cost fulacy 59
rhetorical 151	supply and demand 64-5, 89-93
trading concessions 153-4	
why questions 236	tartics
7 1	anchoring 244–6
reciprocity 119	dealing with 232–3
record of offers 299–300	deceit 251–3
red herring 251	empowerment 213, 215, 246-9
relationship building 52–3, 77, 157	fear and guilt 241–3
relationship erosion 250	gamesmanship 227
linking the issues 250–51	higher authority 215–16
side issue/red herring 251	information 233-6
the slice 251	interpretation, understanding, use of 227
respect 229	moving costs around 249–51
responsibility 231	power required 233
right price 8–9	relationship erosion 233
risk 50–51	summary 253–4
broad agenda and 161–2	time and momentum 236–40
change and 72	use of 232
different for different people 278–9	vs trust 189
empowerment/accountability link	teams 200
219, 222	figures person 212
level of empowerment 203	leader 213
market assumptions 72	observer 212
as negotiable 275–9, 281–2	planning and preparation 288
risky attributes	roles 211
compassion 232	size 213–14
generosity 231	spokesperson 212
openness 231	tenacity 108, 110

tendering see bidding and tendering	unconscious incompetent 172–3
threats and consequences 86–8 tactics 87–8	uniqueness of deals 257-8
time and circumstance 73–5, 84, 86, 93	value 5–6, 8, 27
time constraint 239–40	defining 223
time and momentum 236–7	dynamics 259–60
auction 240	protecting 277
deadlines 237	understanding 259–64
denied access 238–9	value creation 48–9, 256
and just one more thing 237–8	empowerment and 222–3
time constraint 239–40	value of deal 154–6
time out 240	value distribution 48–9, 61, 227
time out 240	values 11–12, 132–3, 179
'too good to be true' 111, 112, 113, 139,	business 215
252, 256, 260	fairness 227–8
	other people's 226.7
total value 6, 31, 33, 154, 260–64, 276	personal 226 -7, 229–31
agreements 50–52	social 227
trade surveyor 292–3 trade-offs 49	variables 5
	A ( 3)
trade-storming 291–2 traits 103–4	categorising 292
assertiveness 110–11	contract period 266–7 delivery 265–6
caution 113	
	knowing what you have to work with 271–5
creativity 118–19, 161–2 curiosity 115 humility 119–20 instinct 111–13	
curiosity 115	payment terms 267
humility 119–20 instinct 111–13	price, fee or margin 264–5
nerve 105–6, 170–71	primary 264–8
numerical reasoning 116–18	specification 267–8 triggers 273–5
	volume 265
self-discipline 10c - 7	
tenacity 107-8, 110, 163 transactional analysis (TA) 174	working with 268 visible emotion
, , ,	
child ego state 176	active listening 193
critical parent ego state 174–5	power statements 191
nurturing parent ego state 175–6	professional flinch 190–91 subconscious 191–2
responses to ego states 176–9	volume 265
transparency 86, 93, 95	volume threshold 4
Trojan Horse 232, 252	volume threshold 4
trust 30, 50, 225	
breaking 30–31	walking away 39–40
create/maintain 156–8	win-win 23, 33, 48–50
personal attribute 229	vs concession trading 47–8
vs tactics 189	wipe proposal off the table 250