

55 Negotiating Principles

1. When you go into a negotiation, assess your attitudes. Do you want to get it over fast? Do you want to win no matter what the cost?
2. Negotiation is a process, not an event. There are predictable steps: preparation, creating the climate, identifying interests and selecting outcomes that you will go through in any negotiation.
3. Be prepared: The foundation for success is to have a plan, based upon sound information.
4. Set your bottom line first.
5. Keep the whole package in mind - What is the whole package? Do you have one?
6. What is your best case scenario? What is your worst case scenario? The area in between is called your settlement range.
7. Aim high - Leave yourself some room but go for the maximum.
8. Test your assumptions. What "facts" are you taking for granted? Why is the other party negotiating? Are your goals reasonable?
9. It is not enough to know what you want out of negotiation. You also need to anticipate what the other party wants.
10. See the other side's case unemotionally - put yourself in their position through preparation.
11. Know Your BATNA - Best Alternative to A Negotiated Agreement. Before you begin a negotiation, know what your options are. Can you walk away from the deal? What other choices do you have? Also consider the BATNA of the other party.
12. Prepare options beforehand. Before starting, prepare some options that you can suggest if your preferred solution is not acceptable.
13. Remember a great part of the earlier stages of a negotiation involves 'shadow boxing.' Keep your nerve.
14. Employ objective standards. Try to introduce criteria that both parties can use to make a choice.
15. State your needs. It is important to state not only what you need but why you need it. Often disagreement may exist regarding means, but not about the overall goal.
16. Ask questions to clarify the assumptions that the other party is making.

17. Balance advocacy and inquiry as a communicator. Don't just explain your view; ask questions to clarify the other party's as well.
18. The person who asks the questions is generally exerting control over the relationship. They are forcing the other party to give them feedback by disclosing information about their position.
19. Listen carefully. Make sure you clearly understand the other party's interests as well as your own.
20. Develop Active Listening. Focus on nonverbal messages, facial expressions and voice inflections when you listen.
21. Model openness and flexibility. Insist the other parties to do the same.
22. Be aware of psychological tactics. .
23. Assess your power. Balance power by assessing the other party's sources of power, and then your own. Because the dynamics of power are so changeable, a negotiation is never dead. Be patient; the power dynamics may shift.
24. If they think you are in a powerful position, you are. Power is what other people think you have.
25. Explore interests, not positions. Clarify and prioritise interests -needs, concerns, fears etc., as opposed to positions -offers, demands, requests, etc
26. Don't personalise or emotionalise the process. Keep it objective and fact based.
27. Be aware of your relationships with the other party. Remember, negotiation should promote clarity and develop the relationship between each party.
28. Think about your behaviour. Is it conveying the right signals? How does it influence the other party's behaviour?
29. Insist on a search for value for all parties.
30. Try to create two or more potential agreements that are attractive to all parties.
31. Keep contact with their hopes. It pays to make high demands and then stick to them. But, if you go too high, you will only achieve a deadlock. The other party will withdraw.
32. Be wary of the first offer.
33. Good bargainers reveal their information in small pieces, when it is necessary.
34. Don't yield to pressure. Be willing to say "no" to unacceptable proposals or demands from the other party.

35. Don't give a categorical 'No' to something you can't do too early on - keep your options open.
36. Aim to get all the points of possible concession on the table before anything is conceded. Get the shopping list first.
37. Minimise the perceived value of the other party's concessions to you without criticising them.
38. Increase the perceived value of your concessions.
39. Soft negotiators open modestly, move a long way, and frequently make large concessions. They are terrified of deadlock.
40. Tough negotiators aim high and make few, small concessions, they are not afraid of deadlock.
41. Stick to the process. Beware of shortcuts due to lack of time.
42. Stick to your guns so that if you do concede, the other party thinks that they've earned it.
43. Don't Argue. Negotiating is about finding solutions. Arguing is about trying to prove the other person wrong. Don't waste time arguing.
44. Trade concessions one at a time, and for every concession you give, get one back.
45. Nothing should be given away free; 'goodwill' gets taken for granted after a time.
46. If there is still room for manoeuvre explore it.
47. When in doubt repackage your proposal. Don't be "Tramlined" into thinking that there is only one solution.
48. Your most useful word is if. 'If you agree to this, then I will agree to that'.
49. Both sides must feel they have won, but not regret what the other side has achieved.
50. See agreement as the beginning. Keep an eye on the future. Soon after agreement you or someone else will be responsible for adhering to the agreement.
51. Separate the people from the problems. Relationships often get tangled up in negotiations.
52. Make sure that any commitments made are clear, realistic and operational.
53. Consider Timing. There are good and bad times to negotiate. If you find that timing is wrong take a time-out, or fix a better time.
54. Without trust, there won't be communication. Instead you'll have manipulation and suspicion.
55. Don't expect perfect results every time. Some negotiations will go better than others.