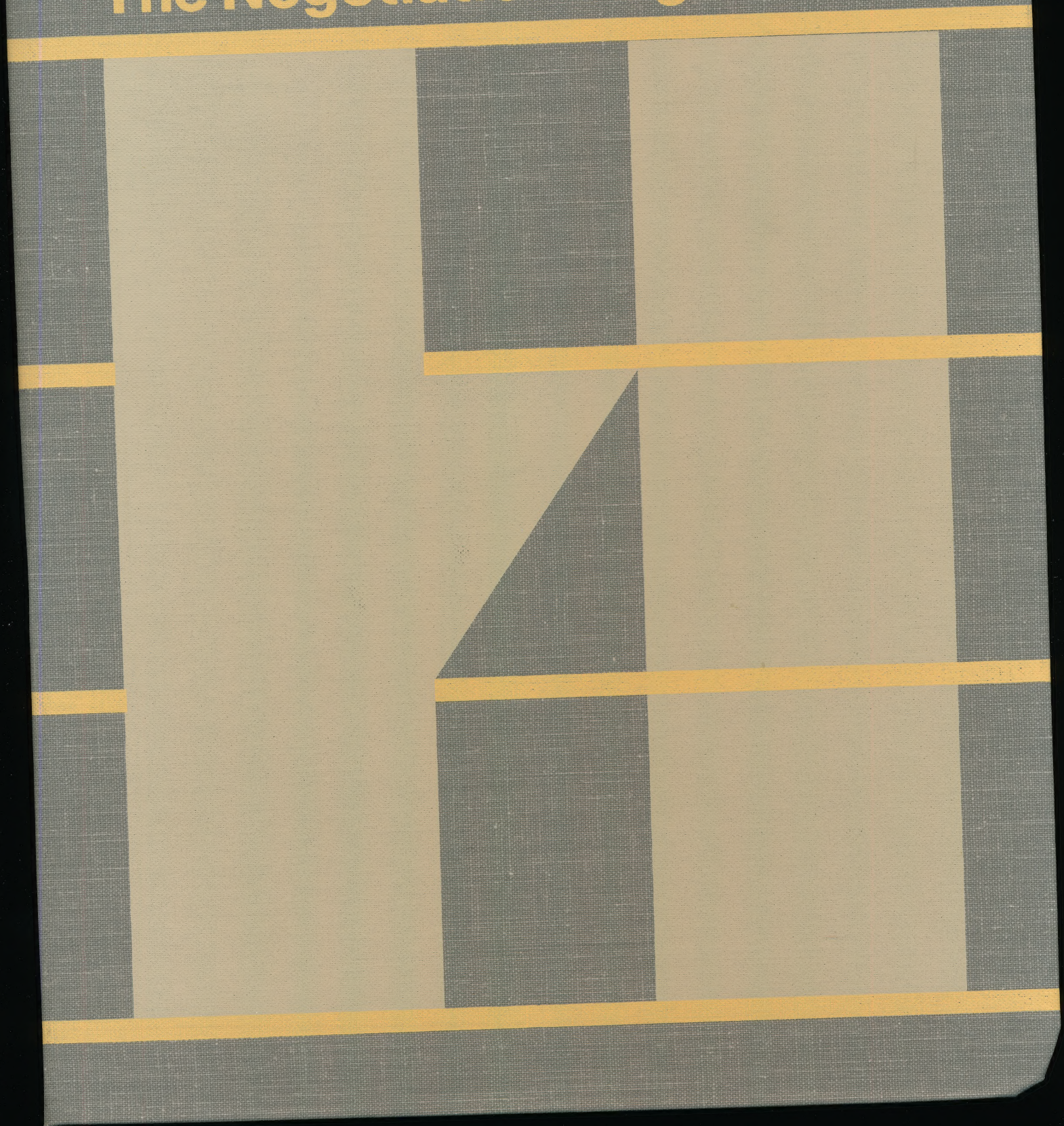


# The Negotiation Edge

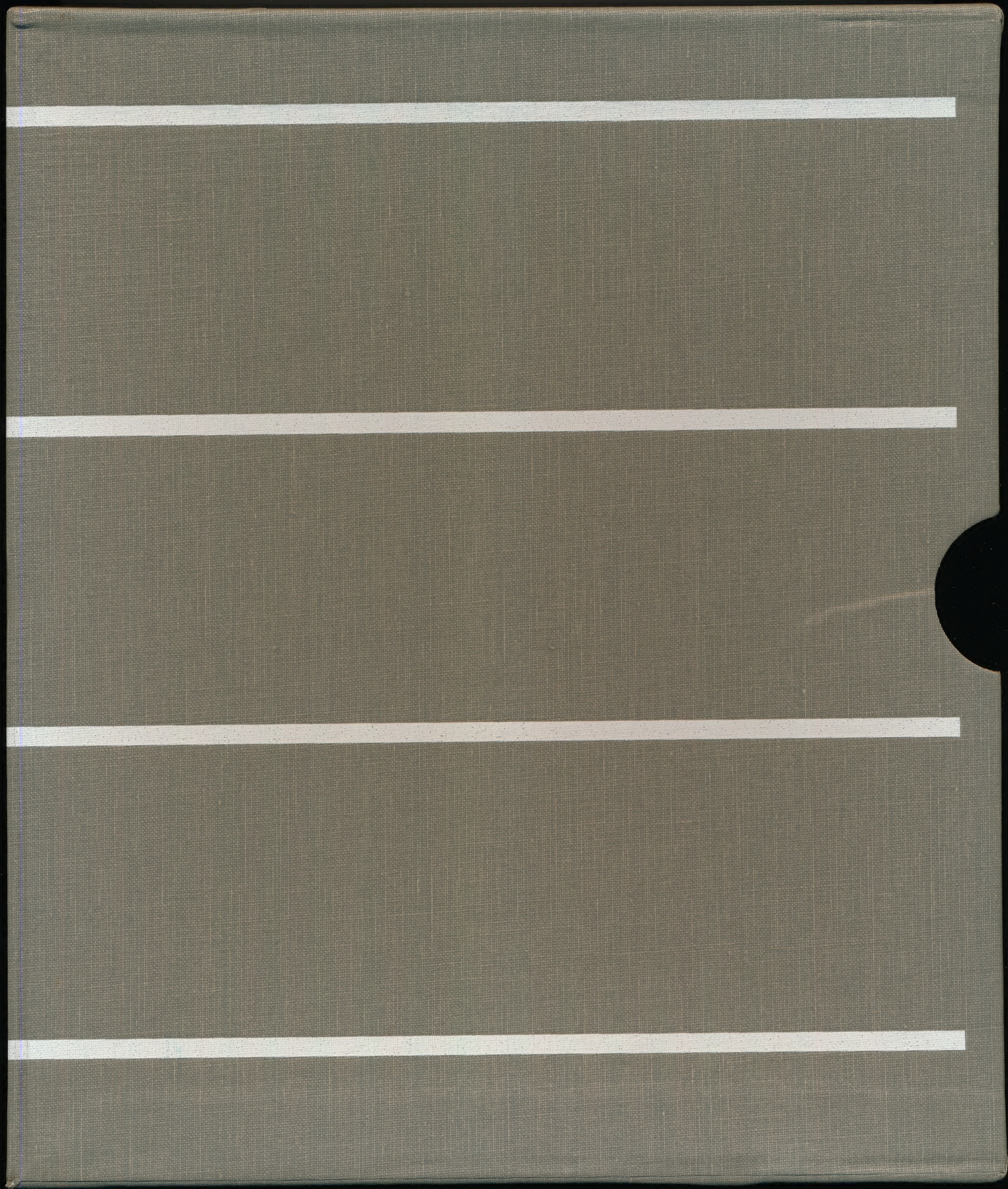




HUMAN EDGE

The Negotiation Edge

Apple II®  
Version

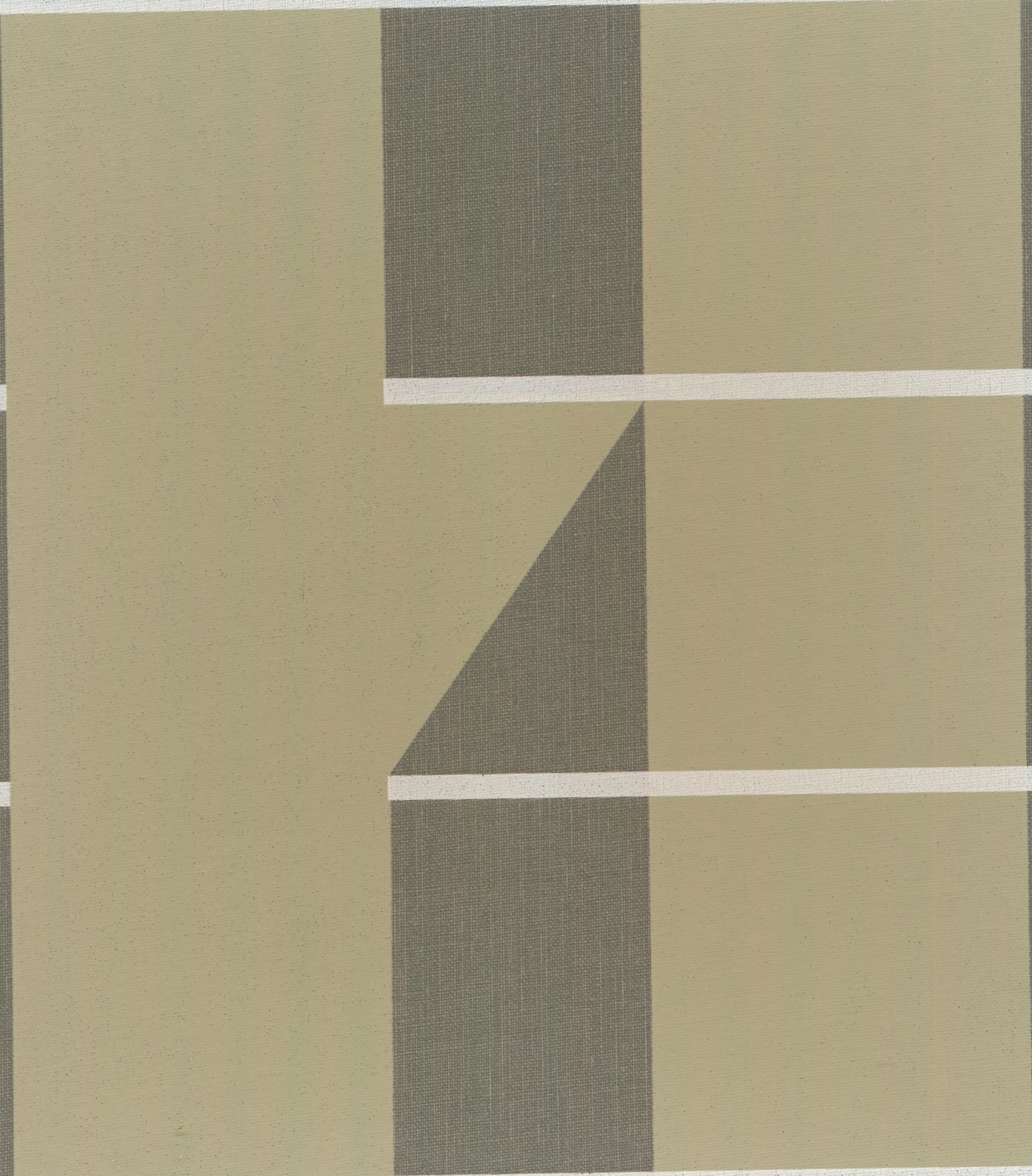




HUMAN EDGE

**Business Strategy Software**

# Business Strategy Software



# Business Strategy Software

## The Negotiation Edge™

### Computer-Powered Career Success.

You're holding the first software ever created to evaluate the human factors that affect your negotiation success. And to print out tactics to stack those factors in your favor.

In minutes, this easy-to-use program can begin to solve real-life negotiation problems. With step-by-step strategies developed from advanced negotiation theory and research. Custom tailored to each negotiation to help you achieve career success.

#### The Negotiation Edge helps you:

- Evaluate the personalities, strengths and weaknesses of negotiators, both in one-on-one situations and in groups.
- Leverage your position for a clear advantage.
- Anticipate likely opponent maneuvers.
- Rehearse alternative tactics and test their effectiveness.
- Follow a printed "how to" plan, organized step-by-step like the actual bargaining process.
- Stay prepared by updating the program as the negotiation evolves.

**The Negotiation Edge gives you a detailed 3-10 page analysis of any negotiation situation. These excerpts are typical:**

#### HOW TO OBTAIN EARLY CONCESSIONS:

"... In your negotiation for a Porsche sports car, simply assume a final price of \$35,000 early in the bargaining. Because he will be most cooperative at the outset, Barry Cox is less likely to be competitive at this stage, despite his initial asking price of \$42,000..."

#### HOW TO CONTROL THE DIRECTION OF THE PROCESS:

"... Encourage favorable concessions with verbal rewards for his cooperative and helpful behavior. At the same time, wear down his resistance by restating your story of a similar car sale at a lower price. Repeat your intent to shop around if an agreement cannot be reached quickly..."

#### HOW TO RECOGNIZE AND RESIST OBSTACLES:

"... Be on guard for sarcastic or teasing remarks from Cox. They're only designed to destroy your composure and weaken your control of the negotiation process. Recognize them for what they are and don't let them have any impact on you..."

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**EASY-TO-UNDERSTAND USER'S GUIDE.**  
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**NEGOTIATION WORKSHEETS.** Provides guidelines for capturing your observations of opponent(s).

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Requires: 48K of memory  
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1-800-624-5227;  
in California, 1-800-824-7325



**HUMAN EDGE™**

For the Apple® II, Apple IIe and Apple III.

OUTPUT DISK

**THE NEGOTIATION EDGE 1**

1

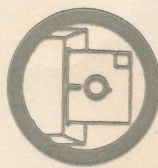




**For extended media life—  
here's how to take care of your flexible disk**



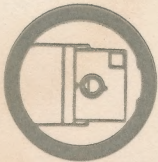
**Precision surface.  
No fingers, please!**



**For your disk's sake  
(and the system's, too)  
insert disk carefully.**



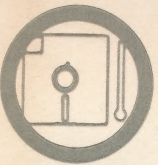
**Magnetic fields erase.  
Keep them far away.**



**Keep it safe—  
in the envelope  
when not in use.**

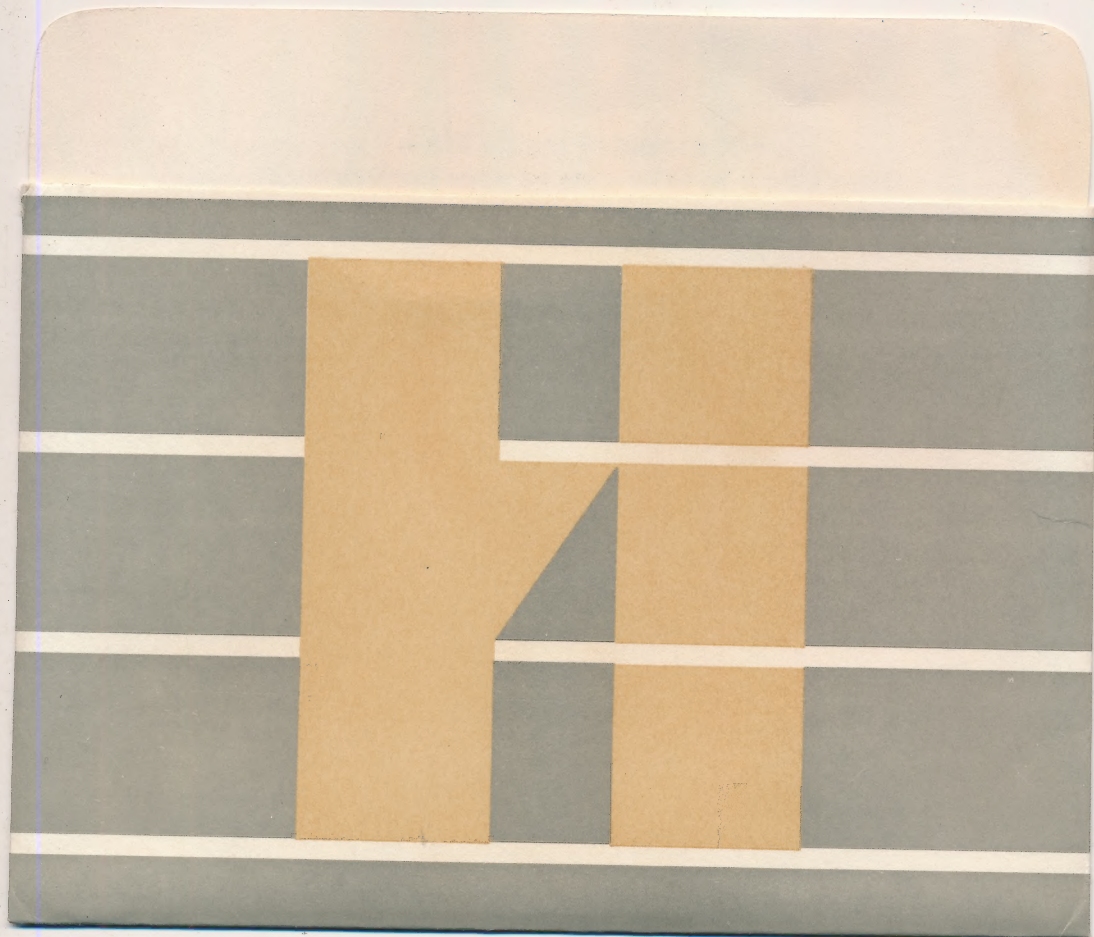


**Bending and folding  
may damage.  
Handle with care.**



**Keep disks comfortable.  
Store at: 10° to 52° C.  
50° to 125° F.**





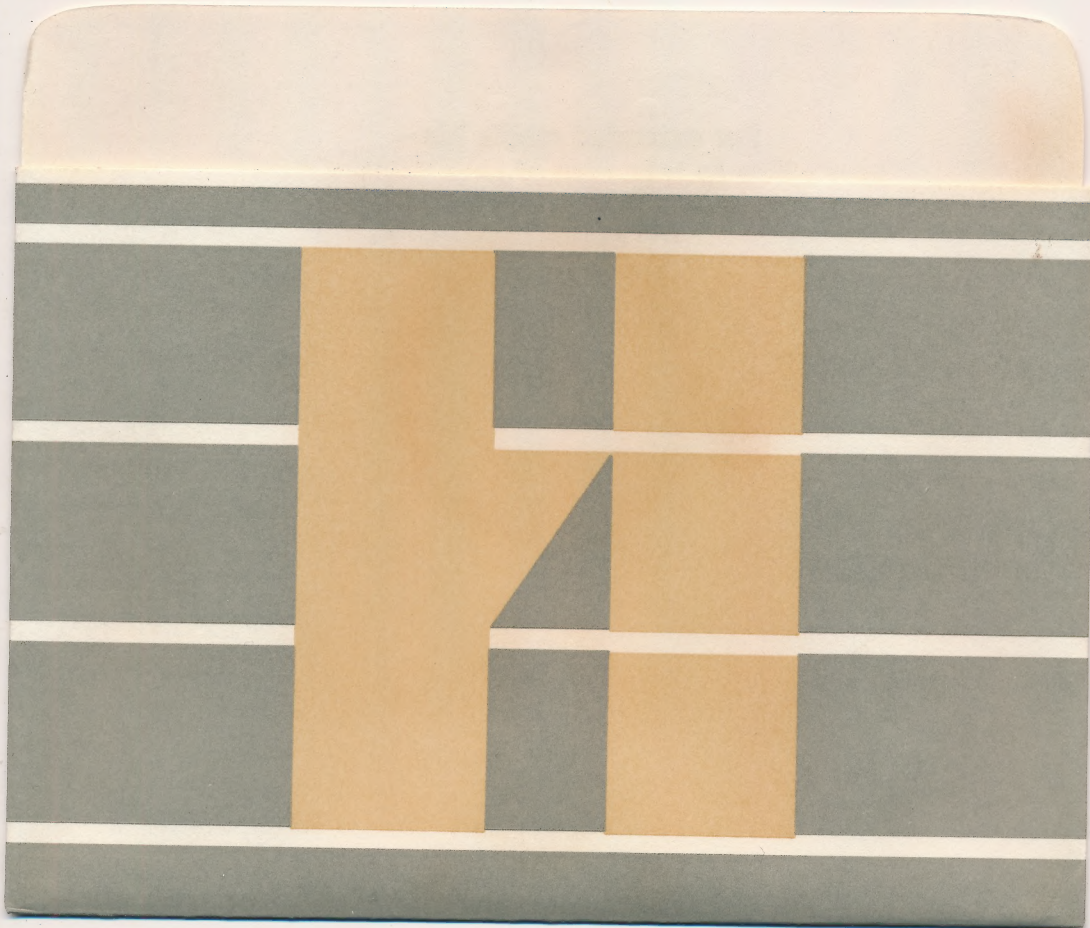
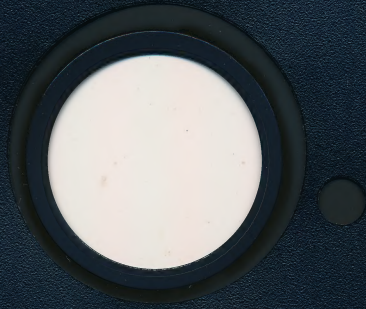


**HUMAN EDGE™**

PROGRAM DISK

For the Apple® II, Apple IIe and Apple III.

**THE NEGOTIATION EDGE™**





**For extended media life—  
here's how to take care of your flexible disk**



Precision surface.  
No fingers, please!



For your disk's sake  
(and the system's, too)  
insert disk carefully.



Magnetic fields erase.  
Keep them far away.



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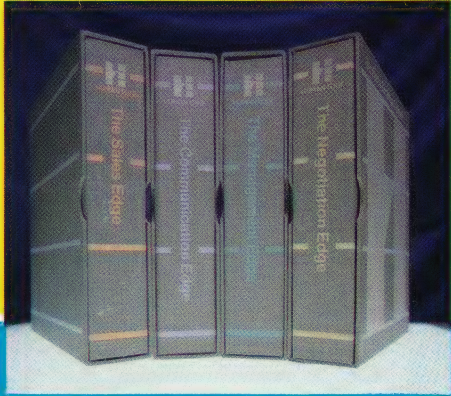


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                  Human Edge™ Software Corporation  
                  2445 Faber Place  
                  Palo Alto, CA 94303

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# THE NEGOTIATION EDGE™

for

Apple II® Users

 **HUMAN EDGE**

Human Edge Software Corporation, 2445 Faber Place, Palo Alto, CA 94303

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# Letter From The President

The ability to negotiate effectively is a personal skill which can have a powerful influence on your success in both professional and private life. Effective negotiation brings you closer to achieving your goals. Improving your performance as a negotiator brings you closer to success.

THE NEGOTIATION EDGE is a program that will improve your understanding and skill in negotiation. THE NEGOTIATION EDGE offers you insight into the negotiators with whom you deal, and provides you with strategies to realize your goals in each new bargaining situation you enter.

Your investment in THE NEGOTIATION EDGE represents an investment in the skills which will bring you success. Not only will THE NEGOTIATION EDGE help you to improve your skills, but it will serve as your expert negotiation consultant on a permanent basis. The microcomputer expert system technology of HUMAN EDGE puts expert tactics at your fingertips.

You should expect THE NEGOTIATION EDGE to improve your negotiation performance and your success. As you use THE NEGOTIATION EDGE, you will become more and more convinced that you have made a wise purchase, a purchase that will continue to benefit you for years to come.

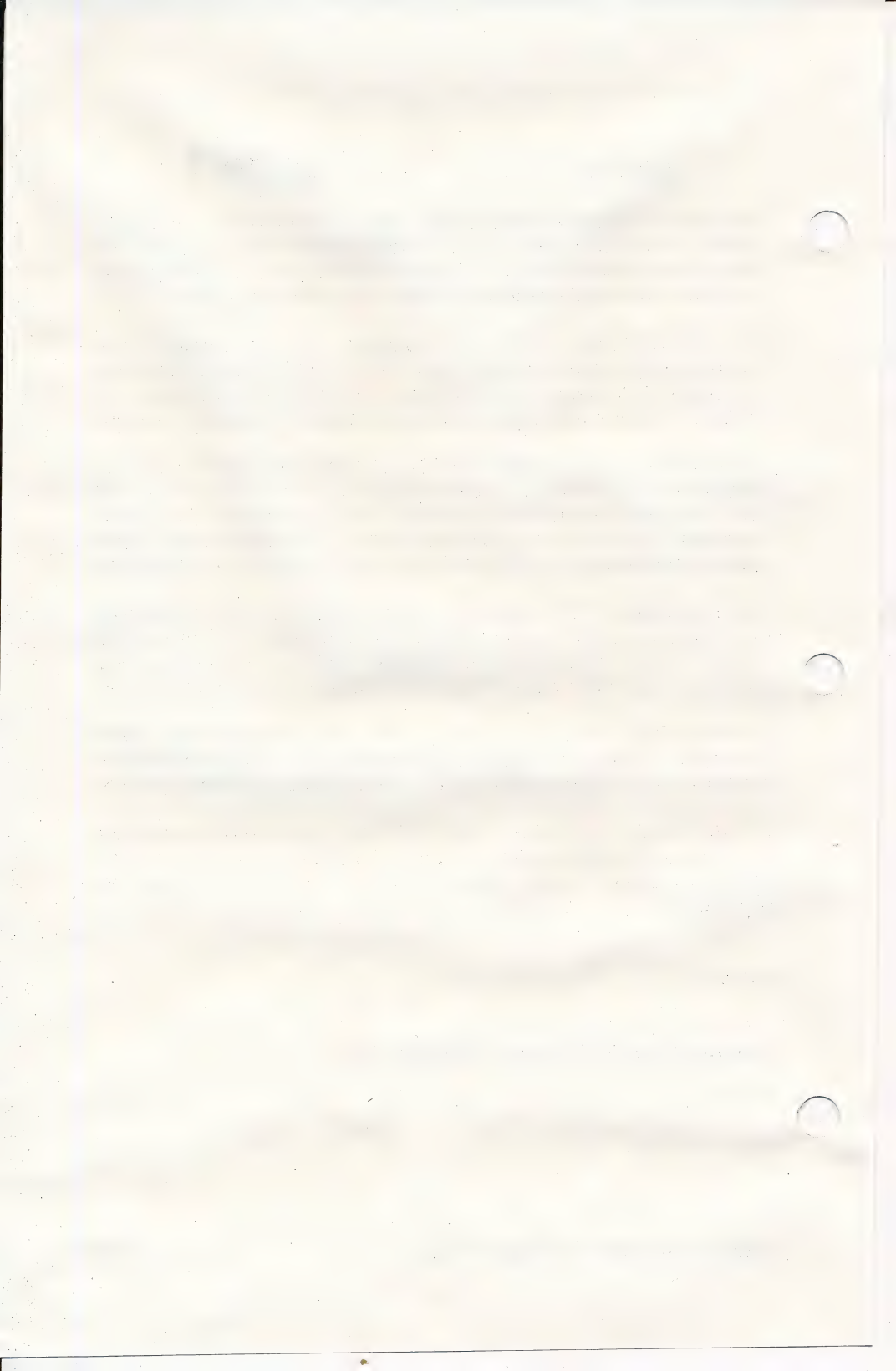
HUMAN EDGE Business Strategy Software products have been developed to give you an "edge" in dealing with people. We believe that you will profit from the use of all of our Business Strategy Software products.

HUMAN EDGE SOFTWARE CORPORATION is committed to our product, and because you have chosen our product, we feel a commitment to you and to your career. We are interested in your comments. Let us hear from you and about your success.

Sincerely,

James Johnson, Ph.D., President  
HUMAN EDGE SOFTWARE CORPORATION





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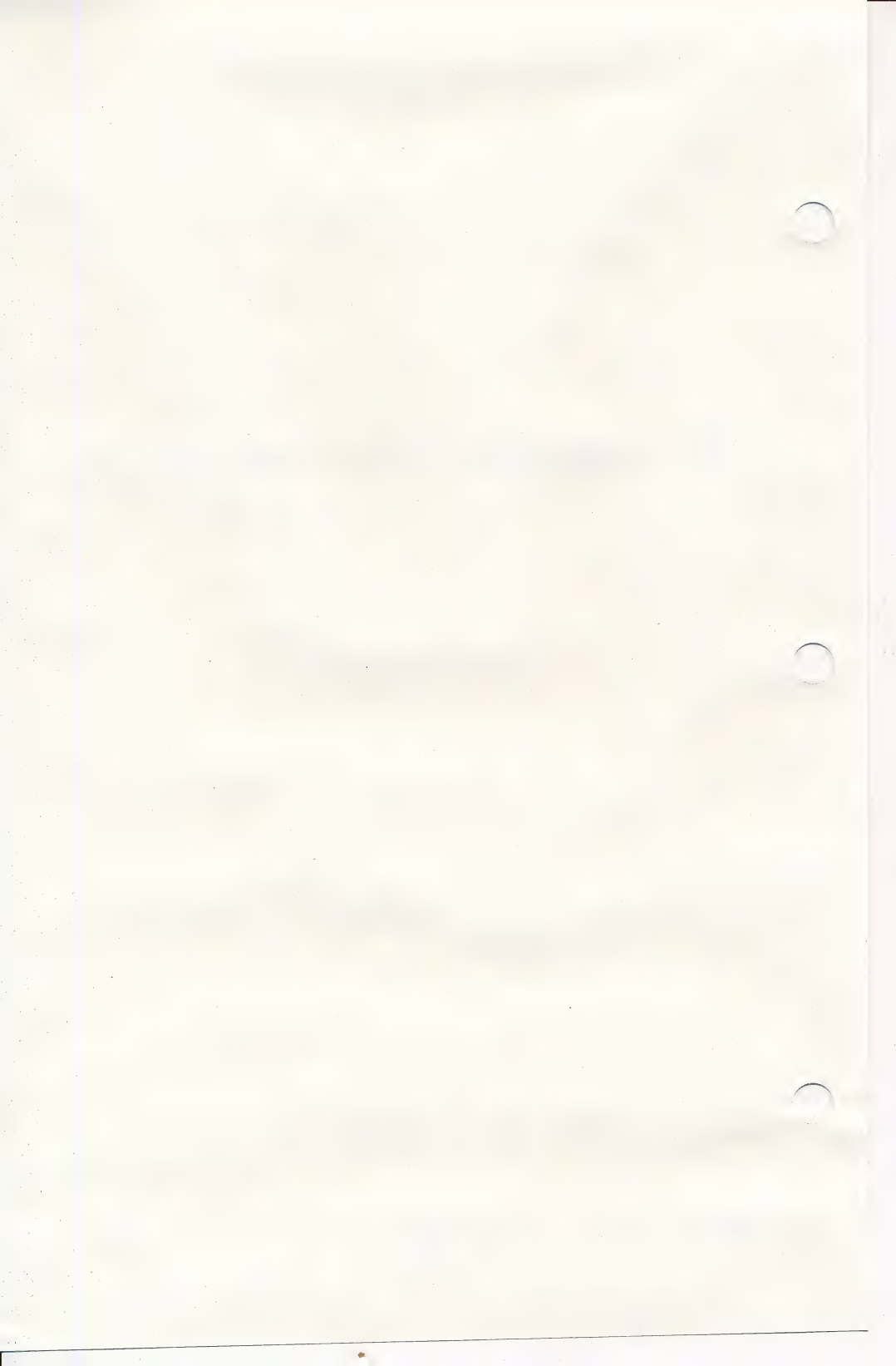
# User Manual

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# The Negotiation Edge User Manual



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## Introduction

- System requirements
- Starting the Program
- Filenaming conventions
- How to quit the program

THE NEGOTIATION EDGE Package contains three diskettes; a Program Diskette and two Output Diskettes. You will store information about yourself and your counterparts on the Program Diskette. You will use the Output Diskettes to obtain your Negotiation Strategy Report. The Negotiation Edge Program Diskette cannot be copied. Should you require a back-up Program Diskette, you may send in the appropriate card (located at the end of this manual) and Human Edge will send one to you.

Your Program Diskette has the capacity to store approximately 90 Counterpart-Assessment files at one time. It is advisable to regularly check your directory for available disk space, or to erase files that you no longer need in order to avoid running out of disk space. (See your DOS manual for the appropriate commands and how to execute them.)

The following pages contain information useful for operating THE NEGOTIATION EDGE Program.



## System Requirements

The following items are necessary in order to run THE NEGOTIATION EDGE Program.

- THE NEGOTIATION EDGE Program Diskette
- THE NEGOTIATION EDGE Output Diskettes
- Apple II, Apple IIe or equivalent personal computer
- 48K of memory
- The Disk Operating System (DOS) for your computer
- Apple monochrome display or equivalent display
- Printer
- One disk drive or two

## Starting the Program

To start running THE NEGOTIATION EDGE Program:

- 1) Place THE NEGOTIATION EDGE Program Diskette in drive 1 of your computer.
- 2) Turn on the computer. If the computer is already on,

type:

PR#6 <RETURN>

(Typing PR#6 will reset the system. This does assume that the default disk drive is in slot number 6.)

When this is done, you will hear disk drive activity. THE NEGOTIATION EDGE Welcome Screen will appear for a few moments, then the Main Menu will appear. You will then be ready to begin.

## Filenaming Conventions

You will be asked to provide a filename whenever you start a Counterpart-Assessment file. The maximum size of a filename is eight (8) characters. You are permitted to enter any combination of letters and numbers, but the filename **MUST** begin with a letter; and, the filename **MUST** be typed all in UPPERCASE letters. If your filename is unacceptable, an error message will be displayed. If you should get an error message, try re-entering the filename. Use filenames that specifically identify your counterpart, for example, SMITH, JONES1, JONES2, RSMITH, etc.

When filenaming counterparts, do not enter a title, such as "Ms." or "Mr.", (you will supply this information later in the Program).

If you make an error while typing a filename, use the left arrow key to backspace to the error. Then, just start typing over your incorrect entry.

## Quitting The Program

You may exit THE NEGOTIATION EDGE Program and return to DOS by:

Choosing option Q, to quit from the Main Menu

When you quit, you will see the following message:

ARE YOU SURE YOU WANT TO QUIT?

Y/N

If you press "Y" for "yes", you will exit to DOS. Otherwise, you will be returned to the place you were at prior to quitting.

# Running The Program

- Main Menu
- Assessing Yourself
- Assessing Your Counterpart
- Printing Negotiation Report
- QUIT Option
- INSTRUCTIONS Option
- CHANGE CONFIGURATION Option

This section of the User Manual will cover all of the above topics in enough detail to make Program operation as easy as possible. Before beginning, however, it is important that you read the following section.

## Main Menu and Options

The Main Menu of THE NEGOTIATION EDGE Program offers you six options, which you may access in any order.

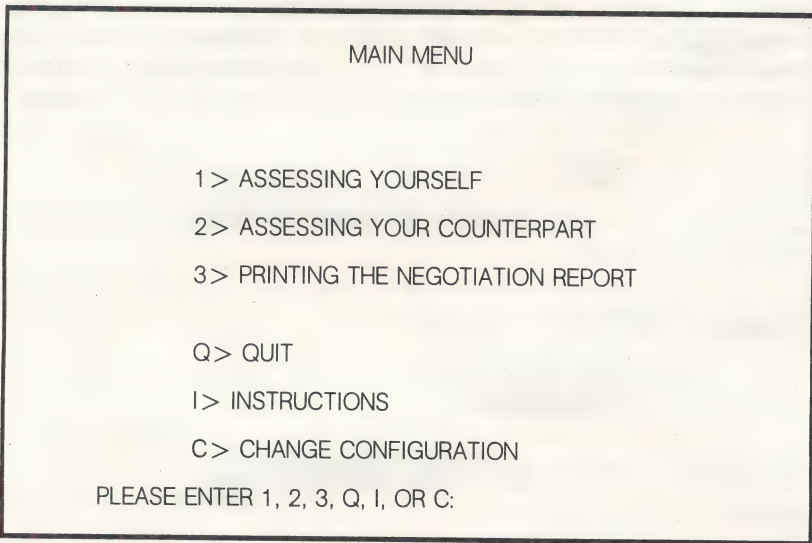


Figure 1. The Main Menu

To make your selection, type in the number, or letter of your choice. You will automatically be taken to that section of the Program.

If you enter an invalid answer, nothing will happen. The screen will remain as it was before you made an entry.

### Option 1: ASSESSING YOURSELF

You will be asked to assess yourself by agreeing or disagreeing with a set of statements. You only have to complete this section ONCE. Your Self-Assessment will be stored on THE NEGOTIATION EDGE Program Diskette.

### Option 2: ASSESSING YOUR COUNTERPART

You will be asked to assess your counterpart by responding to a series of adjectives and statements. You will do this assessment for EACH counterpart. These assessments will also be stored on the Program Diskette.

### Option 3: PRINTING THE NEGOTIATION REPORT

Option 3 enables you to obtain a Negotiation Strategy Report regarding you and a particular counterpart. You can utilize this option any time you are in the Main Menu. If you have completed your Self-Assessment, and have a completed Counterpart-Assessment for your counterpart, you can go immediately into the Report option and to obtain a printed Negotiation Strategy Report for your counterpart.

### Option Q: QUIT

QUIT offers you the option of typing "Q" to exit THE NEGOTIATION EDGE Program and return to DOS.

### Option I: INSTRUCTIONS

The Instructions section consists of information that contains guidelines for using THE NEGOTIATION EDGE Program.

### Option C: CHANGE CONFIGURATION

Two steps are involved:

- Specify The Slot Number For The Printer — (default is slot 1)
- Specify Number Of Disk Drives — (default is 1 disk drive)

## Specify Slot Number

You will be asked to indicate to which slot number you have attached your printer. The default, Slot #1, will be displayed on the screen. If this is the slot number you are using, press <RETURN>.

If your printer interface card is in a slot other than slot number one (numbers two through seven are also allowed), type in the correct number and press <RETURN>.

NOTE: In order to ensure proper output of your Negotiation Strategy Report, make sure your printer switches are set to factory specifications.

## Specify Number Of Disk Drives

(Use option C on the main menu.)

The following three subsections correspond to the first three options listed on the Main Menu. These subsections provide step-by-step examples.

To begin, type the number of the option you wish to work on. THE NEGOTIATION EDGE will immediately take you to that section of the Program.

## Assessing Yourself

- Using a Statement screen
- Key usage
- Finishing a section
- Quitting

NOTE: THE NEGOTIATION EDGE Program is designed to store one Self-Assessment file at a time. If you have a Self-Assessment file stored on the Program Diskette, and re-enter that file, the current assessment will be erased. You will have to re-take the entire assessment in order to have the file stored on disk. Also, note that you must complete the Self-Assessment in order to obtain a Negotiation Strategy Report for any counterpart.

After you have selected option 2 from the Main Menu, an introductory screen will appear, explaining the section. Then the first statement screen will be displayed (see below).

USE ARROW KEYS TO AGREE OR DISAGREE	A / D
JOB DISAPPOINTMENTS DON'T BOTHER ME FOR LONG.	- - D
I USUALLY ARRIVE EARLY FOR AN APPOINTMENT.	A - -
I ENJOY TALKING IN FRONT OF GROUPS.	- ? -
IT'S NOT WHETHER YOU WIN OR LOSE THAT MATTERS, BUT HOW YOU PLAY THE GAME.	- ? -
I LIKE THINGS BEST WHEN THEY ARE SOMEWHAT CONFUSED AND THE CORRECT APPROACH ISN'T CLEAR.	- ? -
KEYS:    <-    ->    P    N    Q	

Figure 2. Assessing Yourself: Sample Statements

For this assessment, you will be asked to agree or disagree with individual statements, or items. Remember that you only have to complete this section ONCE. The Self-Assessment data will be stored on the Program Diskette for future use.

NOTE: Make sure that the Program Diskette remains in the disk drive throughout the Self-Assessment.

## Using A Statement Screen

To agree, press the left arrow key. To disagree, press the right arrow key.

Continue responding to the statements in this manner. If you press any key which is not valid for a given screen, (in this case, anything other than the keys displayed at the bottom of your screen), the screen will flicker, then redisplay the item, allowing you to re-enter a valid answer.

You may move to previous items in the assessment by pressing the letter "P".

You may move forwards or backwards in the assessment: press the letter "P" to move backwards to previous questions; press the letter "N" to skip ahead.

Remember, you **MUST** complete the assessment in order for your data to be stored.

## Finishing The Self-Assessment

When you have answered all the questions, your answers are automatically saved, and you are automatically to the Main Menu.

However, if you have left any questions unanswered, then you are first automatically returned to those questions to answer them.



## Assessing Your Counterpart

- Beginning the assessment
- Using adjective screens
- Key usage
- Quitting or Finishing the assessment

### Starting The Counterpart-Assessment

When you begin this section, you will be prompted to enter a filename for your Counterpart-Assessment file. (See the introductory section "Filenaming Conventions" for information on filenames).

If you are starting a new assessment, enter the new filename and press <RETURN>. If you wish to re-enter an existing assessment file, enter that filename and press <RETURN>. Remember that whenever you re-enter an existing file, the data currently on disk is discarded. If you re-enter an assessment file, you must retake the assessment for that counterpart.

After you have entered the filename, you will be asked to enter the first and last names and the sex of your counterpart. Enter the information when prompted, pressing <RETURN> after each. The cursor will automatically move down to the next prompt. When you have finished answering this series of questions, your screen should look similar to the one below.

NOTE: Just the initials of your counterpart will be used in the Negotiation Strategy Report.

ENTER NAME OF COUNTERPART ASSESSMENT FILE: JONES

Figure 3a. Beginning The Counterpart-Assessment (partial screen)

HOW DO YOU WANT TO REFER TO THIS COUNTERPART?

1 > MR.

2 > MRS.

ENTER FIRST NAME:? JOHN

ENTER LAST NAME:? JONES

Figure 3b. Beginning The Counterpart-Assessment (partial screen)

In this example, the Counterpart-Assessment filename is JONES. Jones is a "Mr.", so type 1. The Negotiation Strategy Report generated for this counterpart would refer to him as "MR. J.J."

When you have finished entering the data, the first screen of the Counterpart-Assessment section will be displayed. You are ready to begin.

NOTE: Make sure that your Program Diskette remains in the disk drive throughout the Counterpart-Assessment.

## Using An Adjective Screen

The Assessing Your Subordinate section contains several screens of adjectives, which you may or may not agree describe your counterpart. The adjectives are followed by a screen series of situational questions (not shown), for you to agree or disagree with.

USE ARROW KEYS TO AGREE OR DISAGREE	A / D
KIND	A - -
SARCASTIC	- - D
RIGID	- - D
RUTHLESS	- ? -
INQUIRING	- ? -
AGGRESSIVE	- ? -
CONTROLLING	- ? -
CHARITABLE	- ? -
CONVENTIONAL	- ? -
CAUTIOUS	- ? -

KEYS:    <-   ->   P   N   Q

Figure 4. Using an Adjective Screen

To respond to an adjective, press the arrow key which points in the direction of your answer.

When you have answered all the questions, then your answers are automatically saved. If you have not answered all the questions, then the system returns you to the questions you have not answered. If you quit at any time, you may return to the place where you left off. Note, however, that you must answer all questions before you can receive a Negotiation Strategy Report.

## Negotiation Strategy Report

- Enter the Counterpart-Assessment filename
- Load the Counterpart-Assessment file
- Load the Output Diskette(s) when prompted

Option 4, "Negotiation Strategy Report" enables you to obtain a printed Negotiation Strategy Report concerning you and a designated counterpart.

To get a Negotiation Strategy Report, you must "load" the information necessary to generate the Report into the system. This procedure is explained below.

When you first enter this section from the Main Menu, the Program will search for your Self-Assessment file on the Program Diskette and load it into memory. If the Program is unable to find your Self-Assessment file, you will get an error message.

### Load The Counterpart-Assessment File

#### Step 1

Enter your Counterpart-Assessment filename when prompted, then press <RETURN>. The Program will search for, and load, the data into memory.

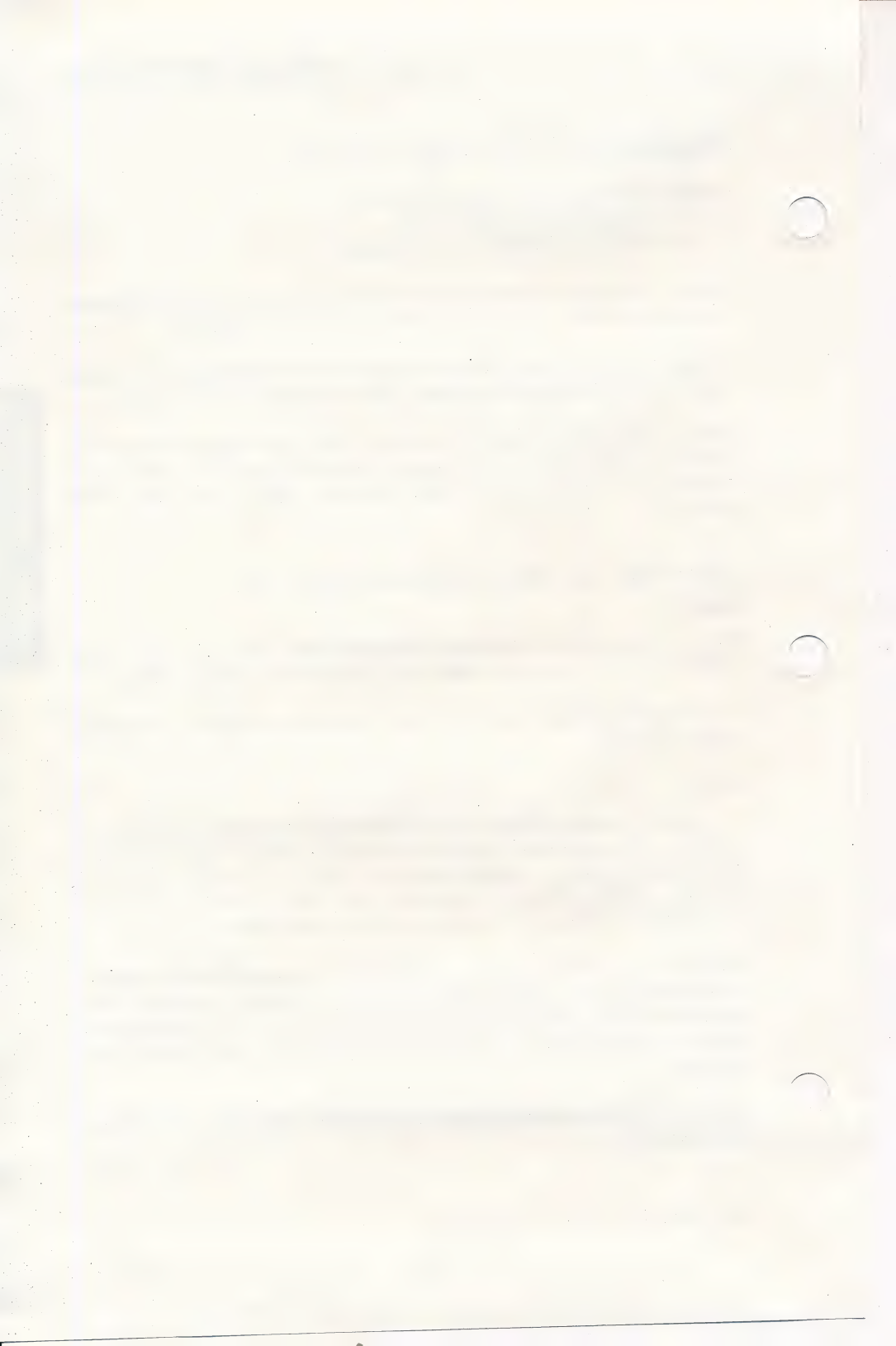
If the Program is unable to locate the file, or if you make a typing error, you will get an error message.

#### Step 2

The Output Diskettes contain all of the information necessary to generate your Negotiation Strategy Report. You will be prompted when to insert and remove each Output Diskette — (whether you are using 1 or 2 drives, you will be prompted correctly). When the information from Output Diskette #1 is loaded into memory, the Negotiation Strategy Report will start printing.

**NOTE:** Your system may engage in periods of disk drive activity (as the drive accesses the appropriate data, the rest of the system, including the printer, may be inactive for as long as twenty seconds at a time.) This is a normal function of the program's large data base, and you should not interrupt the system while it is in operation.

When the Negotiation Strategy Report is completely printed, you will be returned to the Main Menu.



# APPENDICES



## APPENDIX A: Diskette Guidelines

### Inserting A Diskette

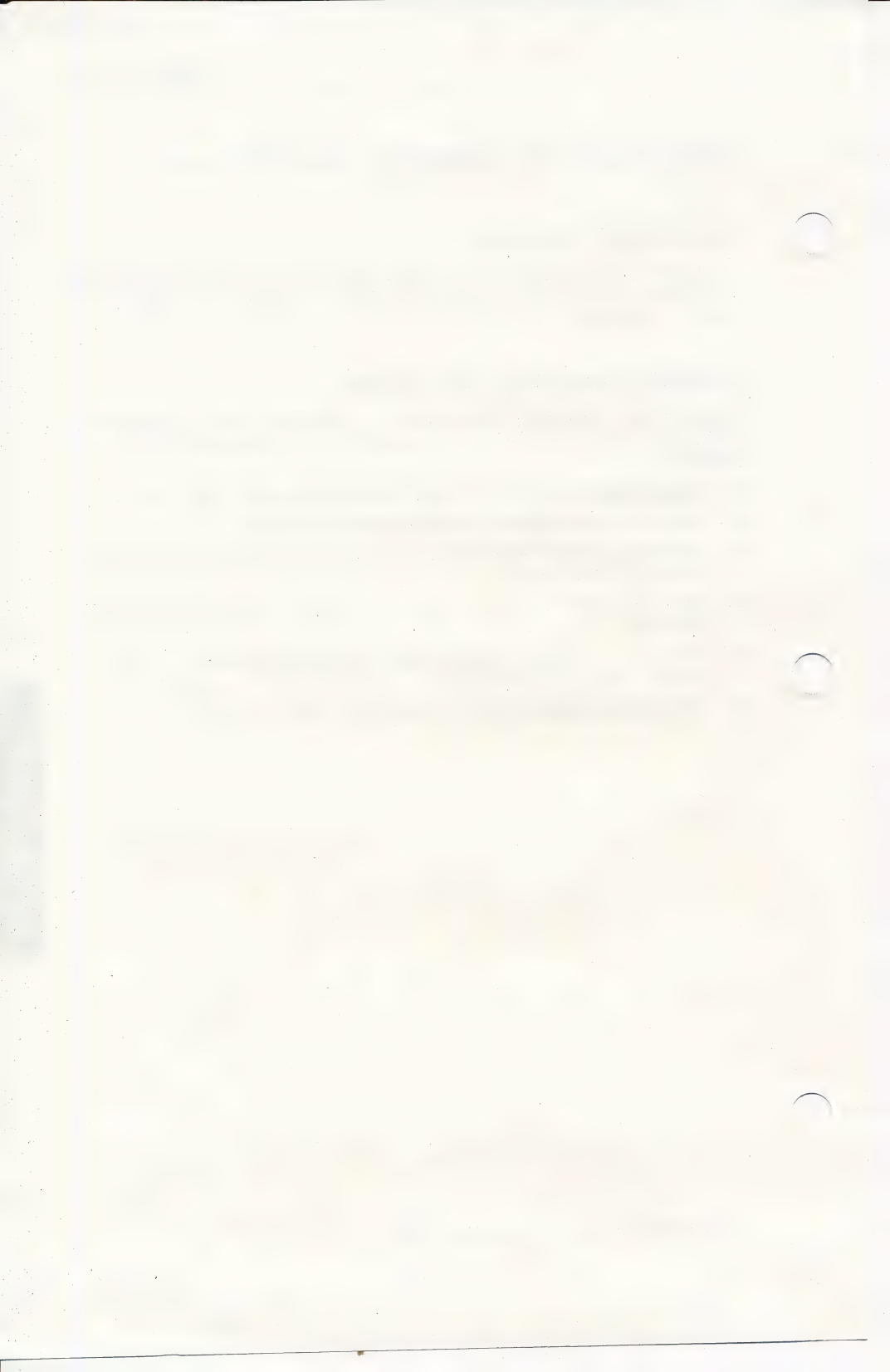
A diskette is always inserted label-side up. The bottom edge of the diskette has two identical, semi-circular notches in it. This is the edge that is inserted first into your disk drive.

### Diskette Handling Guidelines

Improper use, or careless handling of the diskette can result in garbled or irretrievably-lost data. Following are guidelines to reduce the chances of diskette problems.

- 1) Always keep the diskette in its protective sleeve when not in use.
- 2) Never touch the magnetic surface with your fingers.
- 3) Avoid exposing the diskette to extreme temperatures, (such as the inside of a car on a hot day).
- 4) Never expose the diskette to magnetic fields (such as setting it on top of a television).
- 5) Do not bend, staple or write on the cover of the diskette with anything except a very soft, felt-tip pen.
- 6) Avoid leaving the diskette in the disk drive when not in use.





## Appendix B: Negotiation Perception Skills

Take a moment to review the list of adjectives and items below. They appear in the NEGOTIATION EDGE™ Program. Check the words that describe the behavior, attitude and "styles" of your counterpart.

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Kind           | <input type="checkbox"/> Confident        | <input type="checkbox"/> Autonomous        |
| <input type="checkbox"/> Sarcastic      | <input type="checkbox"/> Approval-seeking | <input type="checkbox"/> Precise           |
| <input type="checkbox"/> Rigid          | <input type="checkbox"/> Empathetic       | <input type="checkbox"/> Insecure          |
| <input type="checkbox"/> Ruthless       | <input type="checkbox"/> Egotistic        | <input type="checkbox"/> Attention-seeking |
| <input type="checkbox"/> Inquiring      | <input type="checkbox"/> Apprehensive     | <input type="checkbox"/> Apologetic        |
| <input type="checkbox"/> Aggressive     | <input type="checkbox"/> Scheming         | <input type="checkbox"/> Impatient         |
| <input type="checkbox"/> Controlling    | <input type="checkbox"/> Simple-minded    | <input type="checkbox"/> Reserved          |
| <input type="checkbox"/> Charitable     | <input type="checkbox"/> Winning          | <input type="checkbox"/> Double-dealing    |
| <input type="checkbox"/> Conventional   | <input type="checkbox"/> Domineering      | <input type="checkbox"/> Creative          |
| <input type="checkbox"/> Cautious       | <input type="checkbox"/> Helpful          | <input type="checkbox"/> Industrious       |
| <input type="checkbox"/> Sociable       | <input type="checkbox"/> Disciplined      | <input type="checkbox"/> Overbearing       |
| <input type="checkbox"/> Striving       | <input type="checkbox"/> Fearful          | <input type="checkbox"/> Nurturing         |
| <input type="checkbox"/> Blaming        | <input type="checkbox"/> Engaging         | <input type="checkbox"/> Conservative      |
| <input type="checkbox"/> Organized      | <input type="checkbox"/> Achieving        | <input type="checkbox"/> Entrepreneurial   |
| <input type="checkbox"/> Self-assured   | <input type="checkbox"/> Self-starting    | <input type="checkbox"/> Neighborly        |
| <input type="checkbox"/> Self-reliant   | <input type="checkbox"/> Consistent       | <input type="checkbox"/> Persistent        |
| <input type="checkbox"/> Uncaring       | <input type="checkbox"/> Self-critical    | <input type="checkbox"/> Self-ruling       |
| <input type="checkbox"/> Unconventional | <input type="checkbox"/> Independent      | <input type="checkbox"/> Definite          |
| <input type="checkbox"/> Outgoing       | <input type="checkbox"/> Sympathetic      | <input type="checkbox"/> Uncertain         |
| <input type="checkbox"/> Manipulative   | <input type="checkbox"/> Adventurous      | <input type="checkbox"/> Other-oriented    |
| <input type="checkbox"/> Clever         | <input type="checkbox"/> Quiet            | <input type="checkbox"/> Sensitive         |
| <input type="checkbox"/> Competitive    | <input type="checkbox"/> Self-serving     | <input type="checkbox"/> Talkative         |
| <input type="checkbox"/> Assertive      | <input type="checkbox"/> Smart            | <input type="checkbox"/> Deferential       |
| <input type="checkbox"/> Caring         | <input type="checkbox"/> Determined       | <input type="checkbox"/> Exhibitionistic   |
| <input type="checkbox"/> Flexible       | <input type="checkbox"/> Influential      | <input type="checkbox"/> Rebellious        |
| <input type="checkbox"/> Takes Risks    | <input type="checkbox"/> Concerned        | <input type="checkbox"/> Friendly          |
| <input type="checkbox"/> Distant        | <input type="checkbox"/> Dogmatic         | <input type="checkbox"/> Dominating        |
| <input type="checkbox"/> Ambitious      | <input type="checkbox"/> Venturesome      | <input type="checkbox"/> Obedient          |
| <input type="checkbox"/> Responsible    | <input type="checkbox"/> Affiliative      | <input type="checkbox"/> Methodical        |
| <input type="checkbox"/> Thorough       | <input type="checkbox"/> Goal-oriented    | <input type="checkbox"/> Dramatic          |

Agree Disagree

- |                                |                                |   |
|--------------------------------|--------------------------------|---|
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | 1. He has a shortage of time for completing the negotiation.    |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | 2. I will be negotiating as a representative for another party. |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | 3. I lack enough time to complete the negotiation successfully. |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | 4. I have more than enough time to complete my business.        |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | 5. I have never negotiated with him before.                     |
| <input type="checkbox"/> _____ | <input type="checkbox"/> _____ | 6. I exploited him in our previous meeting.                     |

Agree      Disagree

- |       |       |   |
|-------|-------|---|
| _____ | _____ | 7. The power to control the proceedings is equally divided between us.          |
| _____ | _____ | 8. He is in a position of greater power.  |
| _____ | _____ | 9. We will not be meeting as buyer and seller.                                  |
| _____ | _____ | 10. I am in the position of selling to him.                                     |
| _____ | _____ | 11. He feels a strong need to finalize an agreement.                            |
| _____ | _____ | 12. It is very important to me to work out a deal with him.                     |
| _____ | _____ | 13. He will be negotiating with the assistance of a team.                       |
| _____ | _____ | 14. I will have a team with me for this negotiation.                            |
| _____ | _____ | 15. He is experienced with this kind of negotiation.                            |
| _____ | _____ | 16. I have had previous experience with negotiations like this.                 |
| _____ | _____ | 17. He will be negotiating as a representative for another party.               |
| _____ | _____ | 18. A neutral party will be present when we negotiate.                          |
| _____ | _____ | 19. He and I will likely negotiate again.                                       |
| _____ | _____ | 20. This will be a complicated negotiation, with many issues up for discussion. |

There are some questions which you should consider after the negotiation. These include:

1. What strategies or tactics worked best? Worst?

\_\_\_\_\_

\_\_\_\_\_

2. Summarize the personal characteristics of the counterpart. How is he/she different or similar to other negotiators?

\_\_\_\_\_

\_\_\_\_\_

3. To increase my success at negotiation, I should:

\_\_\_\_\_

\_\_\_\_\_

4. As a negotiator, my strengths and weaknesses are?

\_\_\_\_\_

\_\_\_\_\_

5. If I could change one thing that took place in the negotiation, it would be:

\_\_\_\_\_

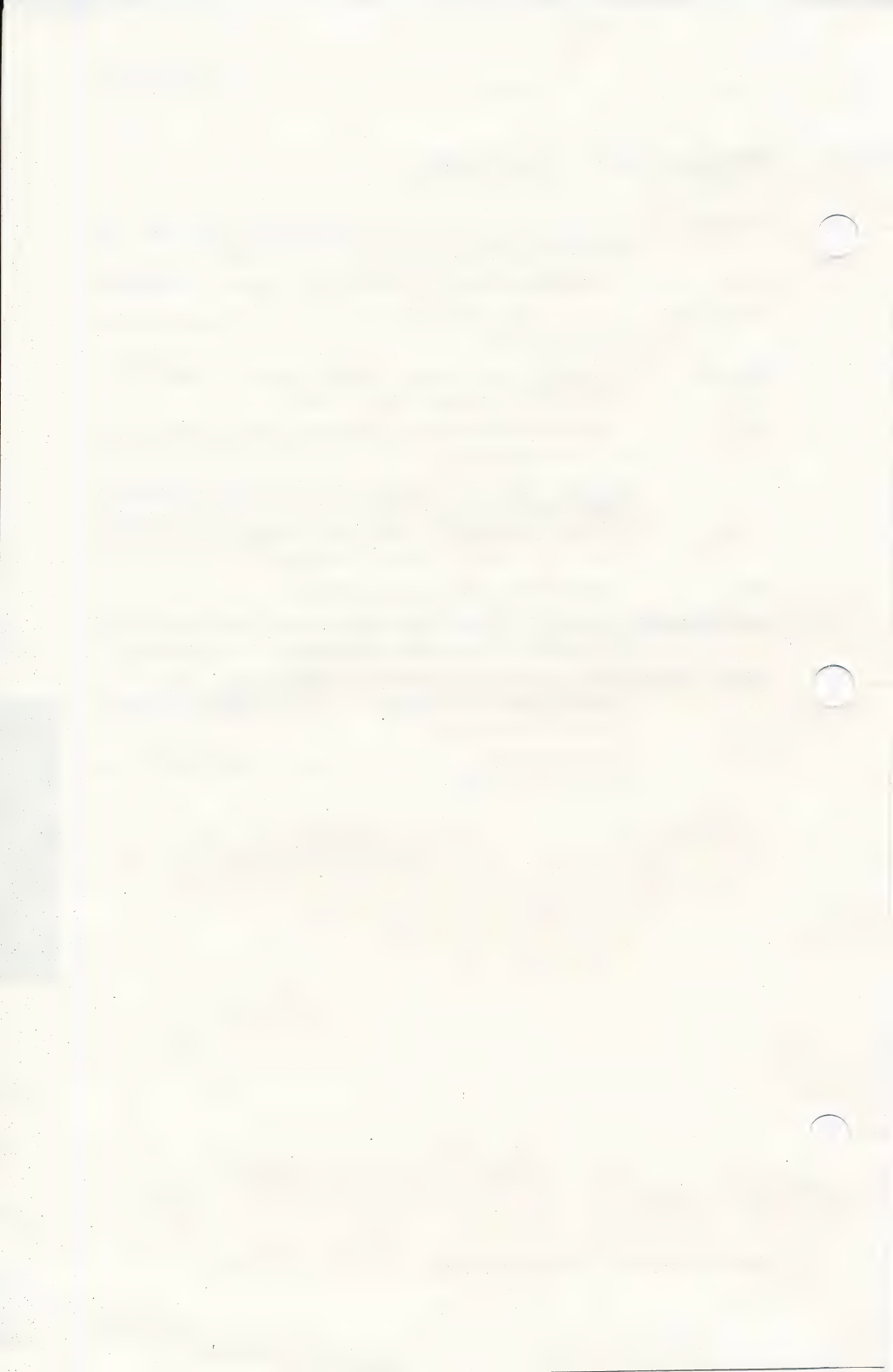
\_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_

## Appendix C: Glossary

arrow keys	Are used in the assessment sections to enter responses. They are located on the bottom right of the keyboard.
cursor	The flashing symbol that indicates your position on the screen.
disk/diskette	Is a flat, flexible magnetic disk, enclosed in a protective jacket, used to store data.
disk drive	The device in your personal computer where you insert your diskettes to run a program or to store data.
DOS	An abbreviation for the Disk Operating System. DOS maintains all system operations.
filename	A unique name with a maximum length of eight (8) alphabetic characters and numbers assigned to a file. A filename can contain any combination of letters and numbers, but must always begin with a letter. No spaces are allowed.
menu	A screen which lists a series of choices.
Output Diskettes	THE NEGOTIATION EDGE diskettes which contain the information necessary to generate a Management Strategy Report.
Program Diskette	THE NEGOTIATION EDGE diskette which contains THE NEGOTIATION EDGE Program. All of the assessment files are stored on this diskette.
screens	The box-like figures displayed on your terminal which display text and accept input.



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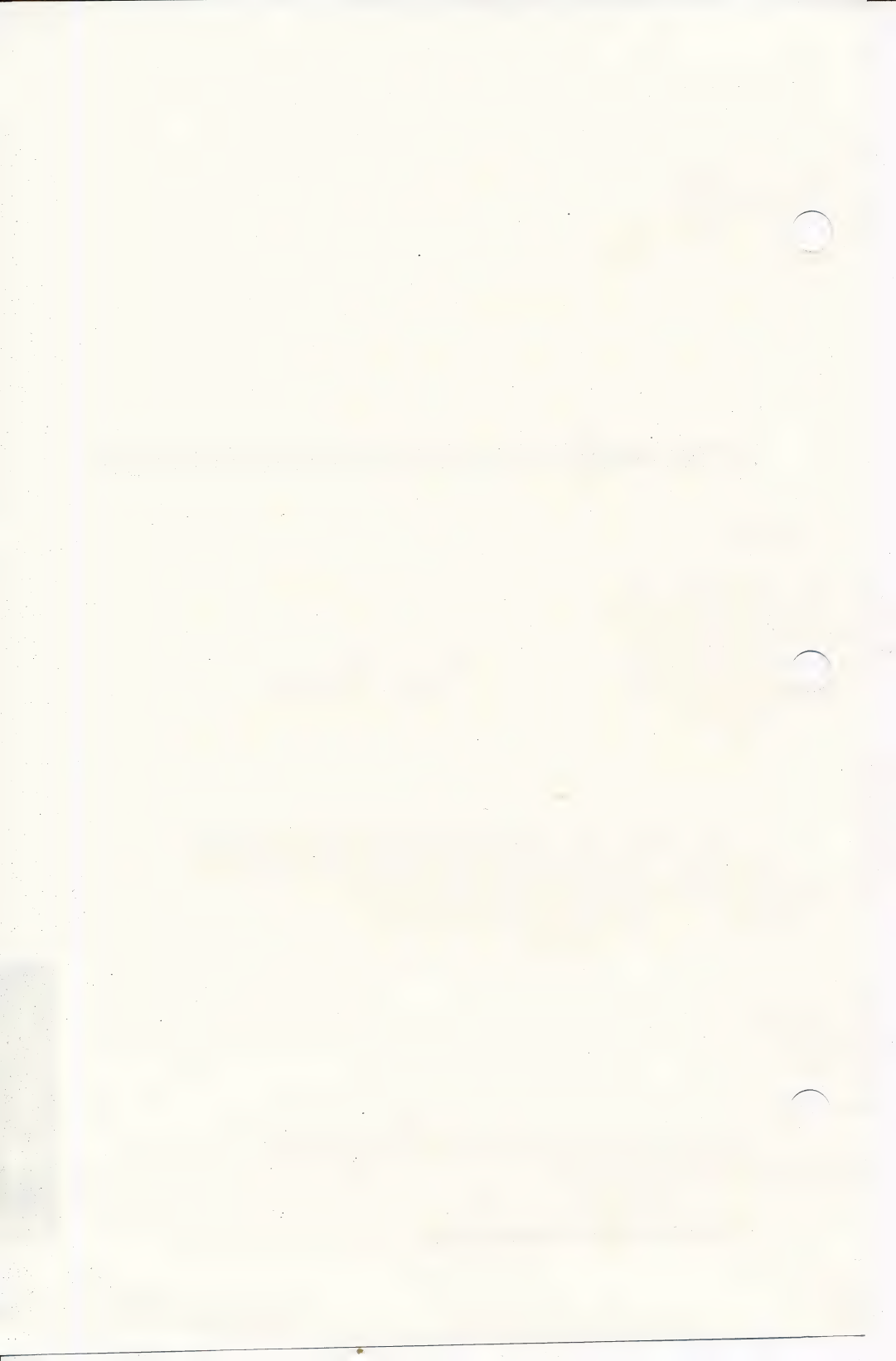
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# FUNDAMENTALS OF NEGOTIATION

FUNDAMENTALS OF  
NEGOTIATION





## Foreword: Negotiation in Business and Life

### ● What is Negotiation?

Negotiation is the use of knowledge, time, and power to influence the behavior of other people so that you achieve your goals. Negotiation is not just a crucial element in business dealings; it is a central part of life.

Negotiation sometimes involves diplomats seated around a massive conference table or executives eye-ball to eye-ball with union bosses. Most negotiation does not take place under such special circumstances. In fact, most negotiation doesn't appear to be a negotiation at all.

You probably negotiate with at least one person each day. Persuading reluctant children to clean their rooms or busy bureaucrats to process your forms may involve as much dynamic, creative negotiating as any board room power-play.

Whether you want simple consideration from a neighbor or special consultation with a business analyst, your negotiation skills will be put to the test. Regardless of the scale of your goals, your ability to negotiate effectively will almost certainly play a leading role in helping you get what you need.

Ordinary people negotiate every day. Those in the world of business are especially dependent on their negotiation skills—even in ways they may not realize. An executive seeking a raise must negotiate with a boss, just as the boss must negotiate to gain the subordinate's commitment and maximum performance.

### ● A First Step

The first step in improving your skills as a negotiator in business or in personal life is simple. Realize that negotiation involves dealing with people. Gaining insight into others is the first step in planning any negotiation strategy.

THE NEGOTIATION EDGE will focus on these important human characteristics. The program highlights the motivations and behaviors of others, producing a report which offers strategies and tactics on how you two will negotiate together.

### ● Negotiation: A Learned Behavior

Improved negotiation skills begin with changed perceptions. When you realize not only that you can negotiate, but that you do negotiate every day, you gain an entirely new perspective on negotiation.

Successful negotiators most often do not have remarkable innate talents for persuading, pressing, or pouting to get their way. They are, however, astute observers, listeners, planners, and risk-takers. Most importantly, they have learned from experience.

This leads us to a crucial conclusion: negotiation, like most of the important activities in life, is a learned behavior. You are not born with a gene that determines your ability to bargain, haggle, cajole, or persuade. You can improve your ability to negotiate by learning—by observation, experience, effort and consulting an expert.

### ● A Second Step

The second major step to improving your skill as a negotiator is as simple as the first step. Negotiation plays an important part in your success throughout life. Realize that you can improve your ability to negotiate by using an effective resource, such as THE NEGOTIATION EDGE.

This manual offers you a brief overview of basic concepts important to every negotiator. Use this manual to stimulate your thinking and to review the ideas that guide your dealings. THE NEGOTIATION EDGE will serve as an expert system to provide you with the recommendations and strategies to increase your success in all the negotiations you face.

# KNOW THE TERRITORY: THE MIND-SET OF THE NEGOTIATOR

## Getting Started: Needs and Resources

All behavior begins with perception. You enter into a negotiation because you recognize that you have needs which are unfulfilled. In order to satisfy your needs in the most appropriate and least expensive way, it is necessary first to define them in clear and precise terms. A need that isn't accurately perceived and clearly articulated is unlikely to be satisfied.

The recognition of needs will lead you to investigate the immediate resources available which could meet them. If, for example, you want your child's room to look presentable, you most likely have the ability to clean the room yourself. On the other hand, if you decide your company needs a main-frame computer, it is rather doubtful that you will be able to build one yourself.

These two examples differ greatly in their complexity, but they both illustrate potential beginnings of a negotiation process. First, you have identified a need. Secondly, in examining immediate options – to clean the room yourself or to try building a computer – you will need to assess all the resources at your disposal. What reward or punishment will encourage the child to clean his or her room? How much cash do you have to buy a computer? How many companies would like to sell you a computer?

As you analyze all the resources available to you, you are taking a crucial step in learning the ways a negotiator thinks. You are developing the mind-set of the negotiator. By matching needs against resources, you discover the range of options open to you. A negotiator is above all a person who has resources, assets, and the power to make choices – and knows it. Figure 1 summarizes this relationship of needs, resources, and choices which is so important to the negotiator.

- A negotiator recognizes needs.
- A negotiator understands and defines needs.
- A negotiator checks immediate resources.
- A negotiator learns the range of resources.
- A negotiator understands the options.
- A negotiator knows the power of choice.

Figure 1: Initial Functions of the Negotiator

## Clarity, Confidence, and Calculation

The negotiator analyzes personal needs and resources. These steps are critical, but they are only the beginnings of the investigation and planning you will undertake. Don't let your mind rest easy at any time. Relaxing your curiosity or your vigilance is a recipe for trouble.

Strategic thinking is developed through continual questioning and testing of your situation. How is the situation likely to change over time? How quickly must you find a solution to your problem? In what ways do your problems pose new opportunities?

- What are my needs?
- What resources are available?
- What are my options?
- What are my goals?
- How much can I compromise on my goals?
- Who will I deal with to reach my goals?
- How will my situation change over time?
- How much time can I allow to meet my needs?
- What costs can I risk?
- How much do I stand to gain?

Figure 2: Initial Questions of the Negotiator

THE NEGOTIATION EDGE is designed specifically to analyze such questions and to provide you with answers in the form of negotiation strategy. In this way, your own strategic thinking will be supplemented and enhanced by an expert system designed to increase your effectiveness.

## FUNDAMENTALS OF NEGOTIATION

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The mind-set of the negotiator is one of clarity: he aims to ascertain the most accurate perception of the situation and the greatest knowledge of the choices possible. The mind-set of the negotiator is also one of confidence. Realizing that knowledge is power, the negotiator is committed to using resources and information to satisfy needs. The negotiator does not bargain without understanding the available assets. Finally, the mind-set of the negotiator is one of calculating the results of any action taken.

Most negotiations involve considerable give-and-take. Therefore, you will need to establish a realistic range of outcomes with which you can be satisfied. You will always aim for the best outcome, but you will also need to know the minimum result you can accept and still be happy. Negotiating with your counterpart in the future will also affect your goals.

This give-and-take of negotiations is a balance of reasonable optimism and informed realism. Clarity, confidence, and calculation are the ingredients of the negotiator's mind-set. The skilled negotiator does not indulge in fantasies of effortless, ideal settlements, nor ignore facts that may be inconvenient or unpleasant. On the other hand, the negotiator is not intimidated by a counterpart or the situation.

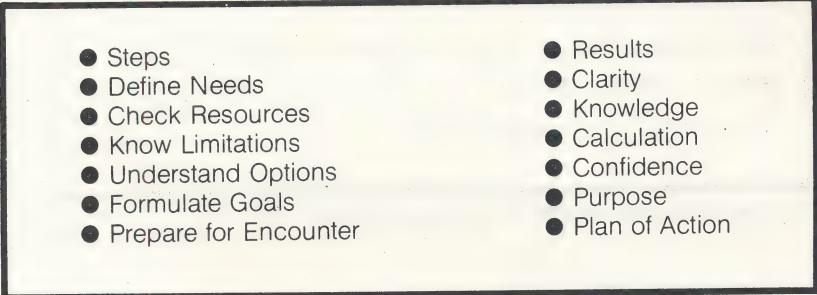
- 
- |                         |                  |
|-------------------------|------------------|
| ● Steps                 | ● Results        |
| ● Define Needs          | ● Clarity        |
| ● Check Resources       | ● Knowledge      |
| ● Know Limitations      | ● Calculation    |
| ● Understand Options    | ● Confidence     |
| ● Formulate Goals       | ● Purpose        |
| ● Prepare for Encounter | ● Plan of Action |

Figure 3: Developing the Negotiation Mind-Set

## Confrontation vs. Collaboration

“Counterpart” is the word we use to refer to the opposite party in a negotiation. Some negotiators tend to view all their negotiation counterparts as opponents. This view can be deceptive. When possible, it is generally better to be able to think of your counterpart as your partner rather than as your opponent.

When facing a negotiation, many people assume that there will be an atmosphere of tension, suspicion, and even aggression. Skilled negotiators know that it is best to avoid such conditions when possible. Not every negotiation you enter will be pleasant or easy. The fact that two parties have come together to talk, however, implies they have recognized that they may have mutual interests. There may well be strong incentives for the two sides to reach an agreement that will be mutually beneficial.

You can cultivate an attitude that will transform negotiating counterparts into partners – people who will work with you to meet your needs as you work to meet their needs. The attitude you bring to the negotiation will in turn contribute to the final success of your dealings.

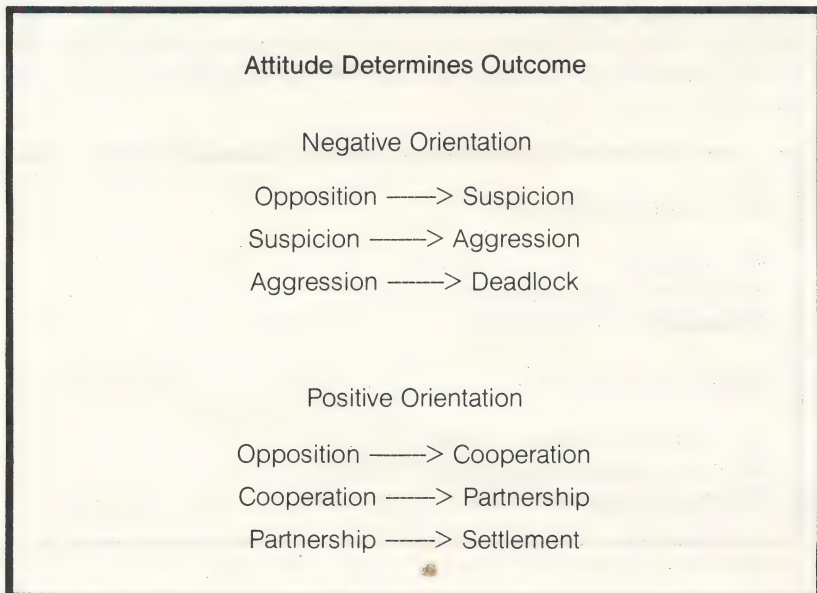


Figure 4: Approaches to the Counterpart



THE NEGOTIATION EDGE helps you to recognize the specific situations that are especially promising for this attitude of partnership in negotiation. The program is also able to warn you in situations when your counterpart is predisposed to view you as an opponent. THE NEGOTIATION EDGE presents you with the information which is so crucial to skillful negotiation, and provides you with strategies to accomplish your goals.

One-sided attitudes in a negotiation can lead to a confrontation in which the negotiators concentrate on defeating one another. In such a situation, gains by one side come directly at the expense of the other side. All the ingredients are present for a tense and potentially disastrous session.

A skilled negotiator, however, can most often prevent such a confrontation. With attitude focused on mutual gain, the negotiation can be transformed into a collaboration. Collaboration means working together. Collaborative negotiations go on in an atmosphere of trust and respect. Each side is willing to make an effort to use its resources to satisfy the needs of the other side. Demands on both sides are reasonable. Both sides cooperate, and both sides benefit.

Collaborative negotiations create a more pleasant situation than exists in a confrontational setting. Collaborative negotiations are also more likely to result in a favorable outcome for everyone involved. When both sides benefit, incentives are created for the parties to work together in the future for mutual gain.

### **Confrontational Mind-Set**

- Counterpart implies adversary.
- Different needs suggest conflict.
- Resources are weapons.

### **Collaborative Mind-Set**

- Counterpart implies partner.
- Different needs suggest opportunities.
- Resources are incentives to cooperate.

Figure 5: Mind-Sets of Confrontation and Collaboration

## Methods Of Collaborative Negotiation

The collaborative negotiator emphasizes trust and cooperation in dealing with a counterpart. The attitude is to concentrate on attacking the problems before you rather than trying to defeat the person across from you.

Although you and your counterpart may have different needs, remember also have different, that you may perhaps complimentary resources. Be on the lookout for areas of overlap. How can you fulfill your counterpart's needs with your resources?

- Interest in Needs of the Counterpart
- Understanding of Counterpart's Needs
- Willingness to Cooperate and Compromise
- Focus on Settlement (not on obstacles)
- Emphasis on Mutual Gain

Figure 6: Traits of the Collaborative Negotiator

At the start of the negotiation, focus on the final result you hope to achieve – an agreement which will benefit and satisfy both sides. Emphasize the mutual interest you and your counterpart share in seeing a collaborative negotiation reach a successful settlement. Demonstrate your willingness to “go the extra mile” in understanding your counterpart's needs and in trying to meet them.

- Differences lead to opportunities.
- Cooperation leads to trust.
- Preparation leads to understanding.
- Counterpart becomes partner.
- Mutual problem solving brings settlement.

Figure 7: Transformations of Collaborative Negotiation

When you act with good will and flexibility, it may become more difficult for certain counterparts to adopt a hard line stance. Your positive attitude and consideration may well work to disarm any suspicion or desire to intimidate. You can transform a negotiation counterpart into a partner.

This is not to pretend, of course, that there are not suspicious, difficult, or greedy negotiators in the world who will try to take you for all they can. There are. THE NEGOTIATION EDGE will warn you about potential problems and offer tactics for dealing with such negotiators.

- Analyze Needs of Counterpart
- Demonstrate Desire for Cooperation
- Emphasize Mutual Interest
- Demonstrate Understanding of Counterpart's Needs
- Understand Relation of Counterpart's Needs to Your Resources and Goals

Figure 8: Steps of Collaborative Negotiation

Many of us are impressed by people who act with consideration and willingness to cooperate. THE NEGOTIATION EDGE can help you recognize such people, just as it can provide strategies for dealing with people who are not guided by consideration or cooperation.

## Doing Your Homework

Understanding a counterpart's needs means more than just good intentions and flexibility. Collaborative negotiation is based on understanding your self-interest as well as a spirit of cooperation. Base your collaboration on the expectation that your counterpart will reciprocate and help you to meet your goals.

The preparation you put into the negotiation will maximize the chances of achieving your goals in a reasonable time frame. The cooperation you offer a counterpart will be based on an accurate and thorough understanding of the negotiation situation. You will be able to speak in specific terms which will address your counterpart's real needs. This will set a positive tone for the beginning of the negotiation and impress your counterpart with the seriousness of your purpose.

- Collaboration is based on self-interest.
- Cooperation is expected to be reciprocated.
- Preparation is essential.
- Study of the counterpart's situation is critical.
- Cooperation is demonstrated with understanding.
- Power is achieved through knowledge.

Figure 9: More Basics of Collaborative Negotiation

Remember that preparation is absolutely essential. One of the important aspects of preparation is analysis of the needs, situation, and negotiating habits of the counterpart. It is vital to understand the needs and resources of your counterpart – in the most specific terms and at the earliest time possible. THE NEGOTIATION EDGE is your tool for understanding your counterpart.

# Knowledge is Power

Francis Bacon observed nearly four hundred years ago that “knowledge is power.” The statement is more true today than ever. The point of doing the “homework” of preparation is to gain as much information, knowledge, and insight as you can. Think of information as the raw material of facts, figures, and opinion. Knowledge and insight are part of the understanding you develop as you collect, analyze, and absorb information.

Knowledge and information are at the very heart of the negotiation process. Knowledge is as valuable a resource as money. Unlike money, the value of knowledge seldom depreciates over time. Since knowledge is power, all the information and understanding you gain before going into a negotiation will give you more power when you begin bargaining.

What kind of information is useful? Any knowledge that relates to the various aspects of your upcoming negotiation may be of value. Understanding costs, options, and market conditions is vital if you intend to negotiate effectively. Knowledge of your counterpart’s situation can also be immensely helpful. Deadlines, financial conditions, and goals are all worth investigating before the negotiation begins.

RELEVANT INFORMATION	SOURCES
● Costs	● Trade Publications
● Deadlines	● Subordinates
● Cash Position	● Creditors
● Availability	● Other Users
● Competition	● Consumer Guides
● Substitutes	● Expert Consultants
● Negotiation Habits	● Competitors

Figure 10: Types and Sources of Information

Some counterparts volunteer information. With others, you may need to make subtle, discreet inquiries through the channels available to you. Should you meet a counterpart before negotiations begin, show friendly interest. Without being obvious, ask questions, and let the other person do most of the talking. You may learn more than you expect.

- Information: raw material – facts and figures
- Knowledge: expertise based on information
- Information and Knowledge: negotiation resources
- Intelligence: command of knowledge and information
- Information Gathering: vital preparation
- Information Analysis: makes sense of the facts
- Information and Knowledge minimize surprises.
- Information and Knowledge maximize opportunities.
- Knowledge of options brings power of choice.
- “Knowledge itself is power.” - Francis Bacon

Figure 11: The Nature of Information

Observe your counterpart closely. THE NEGOTIATION EDGE will provide a crucial information advantage to you. It utilizes your knowledge of the counterpart to generate guidelines for you to follow during the negotiation.

## Expert Advice and Effective Arguments

Consultations with experts in the fields relevant to your negotiations are a potentially excellent source of information. The informed opinion of an expert can be one more item you add in your preparations for a negotiation. Spending time with an expert before the negotiations begin will help you feel comfortable with the subjects under discussion, and will reduce the chances of an unpleasant surprise – your counterpart will be less able to spring unfamiliar facts or arguments on you.

### USES OF EXPERT ADVICE

- To Gain Additional Information
- To Support Your Arguments
- To Evaluate Your Counterpart's Claims
- To Gain Familiarity With a New Topic
- To Avoid Surprises
- To Maximize Opportunities

Figure 12: Using Expert Advice

The opposition may bring in experts to use against you. Do not be intimidated. Is the counterpart's agent really an expert? Check credentials and accuracy of all arguments. The burden of proof lies with the counterpart. Making the expert speak in every day language reduces inflated authority.

Whether you seek expert advice or not, keep in mind that you need to develop persuasive arguments in support of your claims. As always, the information you gather will make your position more powerful. Make arguments that are realistic, logical, and supportable on a factual basis. Have your research at hand to back you up if you are questioned.

Your goal is to communicate that your claims are reasonable. In preparing persuasive statements, there are two techniques you may want to use to structure your argument. Remember the primacy effect, and remember the recency effect. The primacy effect means simply this: people tend to remember what they hear first. The recency effect means that people tend to remember what they hear last.

The corollary of both these effects is that people tend to forget the middle of an argument. They recall most vividly what came first and what came last. This does not mean that one should ignore the middle sections of a statement. It does, however, suggest that it may be a good idea to use one's "clincher" arguments at the beginning and at the end of a presentation.

- Persuade the counterpart of the fairness and logic of your position.
- Primacy: people remember what they hear first.
- Recency: people remember what they heard last.
- Have your research well organized.
- Have the facts and figures close at hand.
- Use the Jack Webb/"Dagnet" principle:  
"Just the facts, Ma'am, just the facts."

Figure 13: Building Effective Arguments

Your most valuable preparation will come through consulting THE NEGOTIATION EDGE when you prepare arguments for each counterpart. THE NEGOTIATION EDGE is specifically designed to analyze the areas that will capture the attention of your counterpart. Is your counterpart a stickler for fine points and details or does he prefer a presentation that sails past small concerns? Will the counterpart be attracted to innovative, risky deals, or demand security and proven reliability? THE NEGOTIATION EDGE will instruct you in these areas and generate strategies to help you capture the attention of your counterpart.



## Persuasion

Persuasion is a skill which can contribute greatly to your success, and it is a skill which can be learned and improved. Preparation and effective arguments work together to enhance persuasive skills. As you develop the techniques of collaborative negotiation, you also increase your ability to persuade. When you understand a counterpart, disarm skepticism, win trust, and present effective arguments, you gain persuasive power.

- Persuasion gives the negotiator power.
- Persuasion is a personal form of power.
- Persuasion can be learned and improved.
- Persuasion depends on selling ability.
- Persuasion depends on a positive tone.
- Persuasion plays both to economic reasoning and to personal factors.

Figure 14: The Power of Persuasion

Persuasion is a personal form of power. Your ability to sell a counterpart on an idea, product, or proposition gives you power to influence events in your favor. You bring your counterpart to see the appeal and desirability of something that might have been viewed with skepticism.

Persuasion depends on setting a positive tone whenever possible. Enthusiasm is imperative: show your counterpart that not only do you believe in what you are saying and doing, but that you are excited about it. Make it easy and pleasant for your counterpart to agree with you.

To set a persuasive, positive tone, emphasize quality, reliability, and product excellence. Focus on the value of a deal. Focus your counterpart's attention on agreement, good will, and mutual benefit. Consider when you should appeal to a counterpart's economic reasoning and when you should focus on personal factors to be persuasive.

THE NEGOTIATION EDGE is designed to determine the types of appeals that will be most effective with each counterpart you face. It will advise you on how to persuade each new counterpart. The program suggests persuasive methods that can make you a more productive and successful negotiator.

## Economic and Political Power

There are other sources of power which are more external than persuasive power. Economic and political power are determined more by your negotiating situation than by your personal skills. Nonetheless, it is important to be able to assess these factors confidently before a negotiation.

It is generally advantageous to negotiate when you are in a powerful economic and political position. Plan ahead so that you are not negotiating in a crisis situation, at a time when your needs are so urgent that you must meet them at any cost. In this way, you avoid putting yourself at the mercy of a counterpart.

A negotiator evaluates power in relative terms. How strong is your negotiating position relative to your counterpart's? This is the crucial question. As usual, the answer can be found only through having a thorough understanding of the balance of the needs and resources of the two sides.

- Bargaining power is measured relative to that of the counterpart.
- Bargaining power is determined by external economic and political factors.
- It is preferable to negotiate from a powerful position – schedule negotiations accordingly.
- The balance of power in a negotiation is determined by the urgency of each side's needs and assets.

Figure 15: Points of Power

## FUNDAMENTALS OF NEGOTIATION

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The sources of power are many and varied. Cash, talent, technology – these are a few of the valuable resources that give you power. If the law, the state, or the public support you, this can bring you power. A talented organization and a united negotiation team can give you power. On the other hand, a deficiency in any of these areas will weaken your position.

If you are faced with urgent needs and time pressures, you will enjoy fewer options and have less 'room' to negotiate an optimal deal. This is why it is imperative to plan ahead. Arrange the negotiation to maximize your bargaining strength and give you the time, resources, and options you need. THE NEGOTIATION EDGE will provide you a plan for making the most of your power.

Figure 16 lists some of the questions you should ask yourself when you are trying to determine the balance of power:

- How badly do I need what the counterpart has?
- How soon must my needs be fulfilled?
- What are the consequences should our negotiation break down?
- How badly does the counterpart need what I bring to the table?
- What are my counterpart's time constraints?
- Are there alternatives to dealing with this counterpart?
- Who is in the position of most immediate and greatest need?
- Who has the superior position with respect to resources?

Figure 16: Examining the Balance of Power

## Summary: Basic Concepts of Negotiation

Negotiation skills are fostered through study and imitation of the successful tactics of experienced negotiators. THE NEGOTIATION EDGE gives you access to insights, rules, strategies and knowledge of expert negotiators.

You have begun the process of building your negotiation skill by learning how a negotiator thinks. By developing the mind-set of the negotiator, you can prepare yourself to use the strategies and tactics which THE NEGOTIATION EDGE brings you.

In the following figures, you have a chance to review the fundamental concepts that guide the negotiator's thinking.

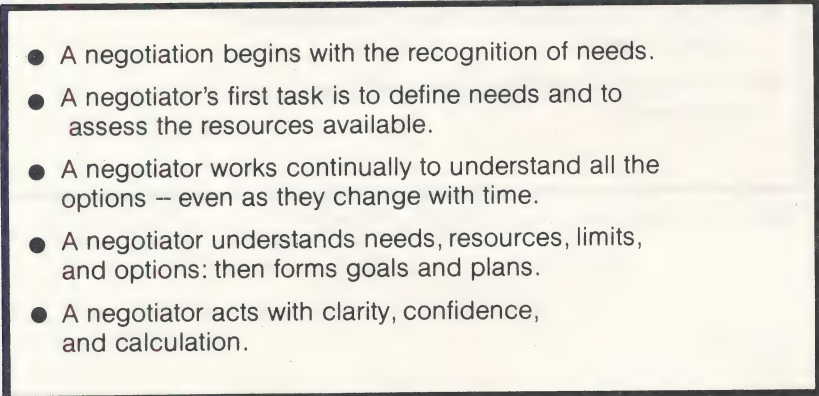
- 
- A negotiation begins with the recognition of needs.
  - A negotiator's first task is to define needs and to assess the resources available.
  - A negotiator works continually to understand all the options -- even as they change with time.
  - A negotiator understands needs, resources, limits, and options: then forms goals and plans.
  - A negotiator acts with clarity, confidence, and calculation.

Figure 17: Beginning Steps

- Collaboration in a negotiation is usually preferable to confrontation.
- Collaboration and cooperation with a counterpart can help a negotiation to succeed – provided the counterpart reciprocates.
- Collaborative negotiation emphasizes trust, mutual benefit, and mutual problem-solving.
- Collaborative negotiators work to understand the needs of their counterparts.
- Collaborative negotiators demonstrate their willingness to cooperate and compromise.
- Collaborative negotiators know when they can compromise and when they must stand fast.
- Collaborative negotiation is based on an enlightened notion of self-interest.

Figure 18: Collaborative Negotiation

- Preparation is the great key to success.
- Try to understand your counterpart's situation as well as your own.
- Knowledge and information give you power.
- You gain power through study, research, and preparation.
- Study the fields related to your negotiation.
- Find out how badly your counterpart needs to deal with you – concessions often follow high need.
- You can never be too well informed before a negotiation.
- When necessary, consult expert opinion to build your case.
- Don't let yourself be intimidated by a counterpart's expert.
- Arguments should be logical, consistent, and factually based.

Figure 19: Preparation, Information, and Argument

- There are personal forms of power, and there are economic and political forms of power.
- Persuasion is a personal form of power.
- You can cultivate your abilities to sell an idea, deal, or product – this is persuasion.
- Economic and political power are derived from the dynamics of your situation. How such power is used depends on you.
- It is best to negotiate when economic and political factors are in your favor.
- The tactic of the negotiator is to have at least as much power as required, and to use this power to achieve set goals.
- The degree of a negotiator's need will strongly influence willingness to compromise and to give.
- The value of a negotiator's assets will strongly influence the quality of the deal to be arranged.
- The balance of power between two parties in a negotiation results from the combination of personal factors – such as persuasion – with the relationship of each side's needs and resources.

Figure 20: Persuasion and Power



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# NEGOTIATE TO WIN: FROM CONCEPTS TO CONCLUSIONS

## Level of Expectation and Settlement Range

As you approach a negotiation, consider what your expectations are. Your level of expectation indicates how well you think you can do and what you think you can accomplish in a negotiation. One measure of your success in a negotiation is the comparison of your initial objectives against the results you actually achieve. As a negotiation progresses, you may wish to revise your expectations either upward or downward, depending on the situation.

An appropriate level of expectation is based on high standards and realistic assumptions. Set high goals at the start. After all, it will be easier to lower your goals later than to raise them. At the same time, information and analysis should shape your expectations. Realistic thinking will help you avoid disappointment.

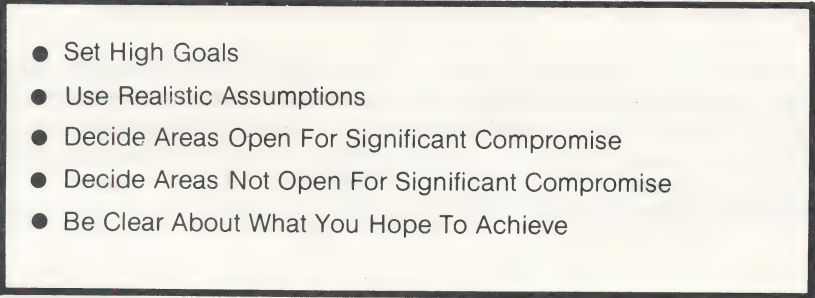
- 
- Set High Goals
  - Use Realistic Assumptions
  - Decide Areas Open For Significant Compromise
  - Decide Areas Not Open For Significant Compromise
  - Be Clear About What You Hope To Achieve

Figure 21: Setting Expectations

## FUNDAMENTALS OF NEGOTIATION

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Decide which issues are most important to you and on which you will be able to compromise. Flexibility is often indispensable in reaching agreement, but you should not compromise basic principles or objectives. Knowing your objectives and their relative importance to you gives you the clarity of mind you must have to negotiate successfully.

Throughout any negotiation, THE NEGOTIATION EDGE will be available to help you assess the appropriateness of your expectations and to point you to the tactics which will bring them fulfillment.

When you have determined your general level of expectation, you will move on to establish a specific settlement range. The settlement range incorporates the optimal outcome you can reasonably hope for and the minimal result you can accept on each item.

This settlement range is central to the negotiation process. You translate your goals into a settlement range before the negotiation begins. Your efforts in the negotiation are directed to achieve the best result possible in each item's range.

Consider your objectives. What is the best result you can hope for in each category? What is the least you can accept and still be satisfied with your performance? These figures make up, respectively, the high and low points of your settlement range. Once again, you will need to combine high goals and realistic assumptions as you specify your settlement range.

In general, it is probably wisest to think twice before revealing your settlement range to a counterpart. If a counterpart knows you will settle for less, the bargaining can intensify, reducing the quality of the deal you get. There are cases in which a counterpart may be easier to negotiate with when you give a straightforward explanation of your needs. THE NEGOTIATION EDGE will advise you when such a strategy is appropriate.

## Authority

Negotiation authority is the extent of a negotiator's ability to make promises, concessions, or commitments. If you are negotiating for yourself, presumably you have full authority – you can promise, concede, or commit any of your bargaining “chips.” If you are acting as an agent negotiating for someone else, it is important that your degree of authority be defined. You may well have to consult with your client at different stages of the negotiation to obtain approval of specific items.

Authority is an important concept for the negotiator because it often figures in the actual tactics of a negotiation. A favorite tactic of some companies, as well as countries, is to grant their negotiators such limited authority that the recurrent chorus “I’ll have to check with my superiors in Moscow” (or Tokyo, or New York) wears down the counterpart.

Novice negotiators may fall into this limited-authority trap by rushing to offer concessions, which only encourage the opposition to stall longer. When possible, find out the limits of an agent’s authority at the outset, and by-pass those people with limited authority. It is generally preferable to deal with the other party directly.

- If you are an agent, know the limits of your authority.
- If the opposition uses an agent, find out the limits of authority.
- Don’t let an agent with limited authority wear you down or intimidate you.
- Be aware of the limited-authority ploy. Try to by-pass negotiators with limited authority.
- Try to deal with someone with real authority directly whenever possible.
- If you negotiate for someone, let them approve items and share some responsibility. If they are unhappy later, it will be harder to blame you.

Figure 22: Negotiation Authority

## Win-Win Negotiation

The so-called "Win-Win" style of negotiation is the practical application of the collaborative, cooperative attitude examined earlier. Because it is based on a collaborative attitude, the Win-Win style of negotiation must be practiced by both parties to be practiced at all. When this is achieved, however, negotiation is easier and both sides benefit.

To better understand how Win-Win is utilized, think about its opposite. The Win-Lose negotiator views any negotiation as a fixed piece of pie. Any gain by one side must come at the expense of the other side. Each negotiation must have a winner and a loser, and the Win-Lose negotiator concentrates on defeating the counterpart.

The Win-Win style is especially important if you are negotiating with family or friends, professional colleagues, or anyone with whom you expect to negotiate in the future. A Win-Lose style may be indicated if your counterpart is a professional negotiator hired to outdo you or if you are sure that you will not deal with the counterpart in the future. THE NEGOTIATION EDGE is especially equipped to analyze these issues, and will indicate the approach most suitable in each situation.

The Win-Win negotiator realizes that the fixed piece of pie is not an apt image for most negotiations. Each side has different needs. Each side has different expendable resources.

- The Win-Lose View: Negotiation means dividing up a single piece of pie – Winning means beating the counterpart.
- The Win-Win View: Bringing together different needs and resources creates opportunities for mutual gain.
- Focus on the goal: a mutually beneficial deal.
- Confine disagreement to ideas: avoid personal issues.

Figure 23: Win-Win Negotiation

As you begin negotiation with a counterpart, communicate the collaborative attitude discussed earlier. If the counterpart reciprocates, bargain according to the Win-Win style. In such a case, mutual problem-solving is the approach. You will be able to assist each other in meeting your individual goals.

At the beginning of your meeting, focus on your ultimate goal of a mutually beneficial and satisfying agreement. This focus can help put obstacles in their proper perspective and keep them from seeming more significant than they are. When a disagreement arises, confine it to the discussion of ideas and business details, rather than letting it become a personal conflict. Finally, realize that there are negotiators who will insist on a Win-Lose approach and will try to defeat you. THE NEGOTIATION EDGE will help you to spot such counterparts and provide tactics to deal with them.

## A Stitch In Time

Time is one of the most important variables in a negotiation. A second important variable which is closely related to time is a negotiator's degree of need. The more urgent a negotiator's needs are, the less time will be spent in negotiating. THE NEGOTIATION EDGE considers the time element involved in your negotiations and modifies strategies according to time constraints.

As mentioned earlier, it is important for you to schedule negotiations in such a way that you are not faced with urgent needs. Experienced negotiators know that the best results are usually not achieved quickly. The more time and patience you are willing to invest in a negotiation (assuming the counterpart is not stalling), the more likely you are to reach an optimal agreement. A counterpart may grant you concessions just to get the negotiation over. Further, you should not be intimidated by deadlines. Many are far less real than they may seem.

Finally, be sure to schedule negotiations at appropriate times. If your bargaining sessions will require concentration and effort, allot plenty of time for them. Marathon sessions running late into the night tend to reduce everyone's tolerance and concentration. Rather than being worn down and talked into concessions, adjourn for rest before further negotiation.

- Haste Makes Waste: Optimal negotiation results are seldom achieved quickly.
- Be Prepared: Negotiate before you face a crisis so you have time to negotiate a good deal.
- Over A Barrel: Urgent needs may lead a counterpart to make concessions. Gauge the degree of need.
- Sleep On It: Avoid marathon sessions unless they are to your advantage. Don't let an opponent wear you down.

Figure 24: It's About Time

## Using Questions

As you negotiate, ask plenty of questions. Without seeming overly inquisitive, show your counterpart your interest. Be aware of your “listen-to-talk ratio”: subtly encourage your counterpart to talk, and spend most of your time listening. Let your counterpart see that you value what is being said and that you are looking for help to understand the positions.

There are a number of good reasons for this policy of listening and asking questions. By approaching a counterpart in a non-threatening, unassuming way, you encourage relaxation. If you let your counterpart do the talking, you may well end up with valuable information – often without expecting it.

Questions can also be used to help move a negotiation along when there are obstacles. When a counterpart informs you that certain arrangements are “company policy” or are “non-negotiable,” question this. “Company policy” is often a smokescreen put up to confuse or intimidate. Question and probe the limits of what’s negotiable. Almost anything that has been decided by human agency is changeable, so don’t be deterred if a counterpart tries to brush off your questions. If your business is wanted badly enough, almost any item is negotiable.



- Ask plenty of questions, even when you know some of the answers already.
- Ask for help; let your counterpart be the expert.
- Maintain a high listen-to-talk ratio; let your counterpart do the talking.
- Question what's negotiable; don't be intimidated by buzz words like "company policy."

Figure 25: Using Questions

Another type of question which can be especially useful in moving along a negotiation is the "What if?" question. You can ask "What if" to explore the counterpart's settlement range or to offer creative suggestions - and you can do so without committing yourself to a specific offer. "What if I gave you X- would you give me Y?" This can be a powerful technique for learning what is important to a counterpart and exploring creative options, but it does not commit you to any action.

Don't hesitate to ask this type of question if your negotiation has reached a road-block. Creativity and mutual problem-solving can get things moving again. At the least, you may be able to learn something about the counterpart's settlement range - and this is worthwhile information.

## Identification

Identification is a process that gives you power to personalize a negotiation – power to emphasize personal needs and issues when they are important. This process works to remind a counterpart that people are as important as issues in a negotiation. While you will try to confine disagreements to impersonal issues, it may be important at times to let the counterpart know that you care about and are affected by the outcome of the negotiation.

There are several ways in which identification can operate. First, two negotiators work to build bonds between them. The negotiator projects positive personal feelings such as trust and respect in dealing with the counterpart. The negotiator communicates a relaxed, responsible and reliable attitude – and assumes the same from the counterpart. Secondly, the negotiator emphasizes the essential similarity of their positions. Details are less important than the fact that both negotiators are working in good faith to reach a mutually beneficial settlement.

- Identification – the power to personalize negotiation, to help cooperation by focusing on personal issues.
- Identification – the process of forming bonds, associations, respect, and trust.
- Identification – reminds the counterpart that people as well as issues are involved.
- Identification – requires a collaborative setting.
- Identification – depends on positive personal contact; impress a counterpart as being relaxed, responsible, and reliable.

Figure 26: Identification

For most people, it's far easier to play dirty against an impersonal organization than against an individual with needs much like their own. When collaborative, Win-Win negotiation is possible, identification can be a powerful force in encouraging a counterpart's cooperation. THE NEGOTIATION EDGE will identify the situations in which identification can help you negotiate, as well as those in which you do better to avoid personal issues altogether.

Identification can also help a negotiator establish a separate identity from the organization. This is not unlike the identification discussed above. In this type of identification, you do not try to impress your counterpart by saying, "I am negotiating for General Motors" or, "I represent the City of New York," but by saying, "This deal really matters to me. I'm counting on you to work out a good bargain with me."

In other cases, it may be helpful for a negotiator to emphasize personal involvement and pride in the company or product. This is an especially good idea for a negotiator in the position of selling to a counterpart. The negotiator stresses personal commitment to satisfying the company's customers and the company's commitment to quality, reliability, and service.

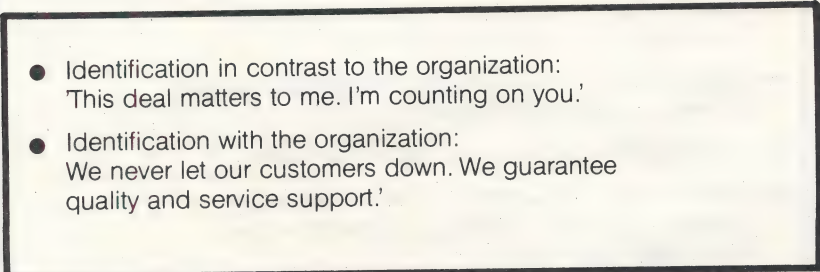
- 
- Identification in contrast to the organization:  
'This deal matters to me. I'm counting on you.'
  - Identification with the organization:  
'We never let our customers down. We guarantee quality and service support.'

Figure 27: Types of Identification

## Recess Time

A tactic well worth remembering involves the use of recess periods. THE NEGOTIATION EDGE will advise you of the times when calling for a recess may be a particularly good move.

In general, you should not be hesitant to call for a recess. A recess can provide a chance for negotiators to cool off when tensions rise. It can be valuable time to figure out the costs and benefits of a deal when issues have become confusing, or when you wish to compare the negotiation's progress with your expectations. Taking breaks from negotiation will help you ensure that you aren't being overly hasty.

A recess may also be a good idea if a counterpart tries to intimidate you or makes unreasonable demands. Rather than reacting emotionally, act with quiet, reserved dignity and inform the counterpart that you think a recess is in order. THE NEGOTIATION EDGE will recommend additional strategies appropriate in all these situations.

- Allow time for frequent recesses.
- Move the bargaining at a deliberate pace.
- Use recesses to cool things down, or to do more analysis
- Maintain your self-control if confronted with unreasonable demands and call a recess.

Figure 28: Using Recess Periods

## The Rule of the Game

The unspoken rule of the game in negotiation is to do or say the right thing at the right time. There are no simple secrets of winning negotiation. Success comes through preparation, hard work, and persistence.

THE NEGOTIATION EDGE is a tool which will improve your performance by providing you with more information, better preparation, smarter strategies, and more effective tactics. THE NEGOTIATION EDGE will help you to do the right thing at the right time.

Remember that your counterpart may have less tangible, less specific needs than the simple economic ones you have already tried to understand. Does your counterpart have an unspoken personal agenda? Is there competition going on with an absent third party, a predecessor, colleague, or friend? Is there a high need to out bargain you?

- Remember that your counterpart may have an unspoken agenda of personal and social needs.
- Your attention and observation is essential in recognizing these needs.
- Meeting these needs of your counterpart can make the difference between success or failure.
- Often, personal and social needs can be met at minimal expense to you.

Figure 29: The Counterpart's Unspoken Needs

Needs such as these may be easy to satisfy, but only if you can spot them. This is another factor which should encourage you to listen to and observe your counterpart. The personal comments you can offer a counterpart – “You drive a hard but fair bargain” - may well meet these personal needs without costing you much. Most importantly, remember that THE NEGOTIATION EDGE will provide you with insight into the needs and expectations of your counterpart. This information will give you invaluable assistance in moving the negotiation to a successful completion.

Courtesy is always basic in a negotiation. Polite and thoughtful conduct on your part will help the negotiation and should impress upon your counterpart that you are a skilled professional as well as a pleasant person.

Remember, too, that some counterparts may even expect social recognition and regard before they feel comfortable in dealing with you. They may expect you to socialize with them as a matter of custom. Fortunately, THE NEGOTIATION EDGE can help you to spot counterparts with high social expectations and will offer strategies to prevent socializing from disrupting the negotiation.

## Success — Present and Future

The tactics discussed in this manual are all designed to help you maintain control over any negotiation you enter. Maintaining control of the situation enables you to minimize surprises and keep things moving according to your plan. There is no way of guaranteeing, of course, that a negotiation will always be predictable. Your self-control and preparation, however, are the essential first steps in mastering the situation.

You should take steps to control not only your present, but your future as well. As a negotiation progresses, it is a good idea for you to keep careful written records of the issues discussed, the concessions granted, and the agreements reached. You might offer to let your counterpart share a copy of the records after each negotiation session. In this way, you can prevent future misunderstanding. By making absolutely sure that each side understands what has been agreed, you preserve the results of your hard work.

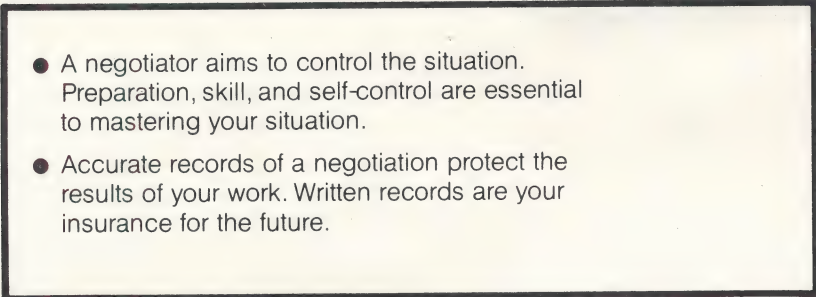
- 
- A negotiator aims to control the situation. Preparation, skill, and self-control are essential to mastering your situation.
  - Accurate records of a negotiation protect the results of your work. Written records are your insurance for the future.

Figure 30: Controlling Your Situation

As you wind up a negotiation, look ahead to next time. What are the lessons to be taken from the current negotiation? What would you have done differently, given a second chance? Write down and save any valuable information that you have gained during the negotiation. If there is a chance that you will be dealing with the counterpart or the organization again, keep records of any particular habits, needs, or tactics exhibited. The thought and care you invest at the end of this negotiation can profit you as you begin your next one.

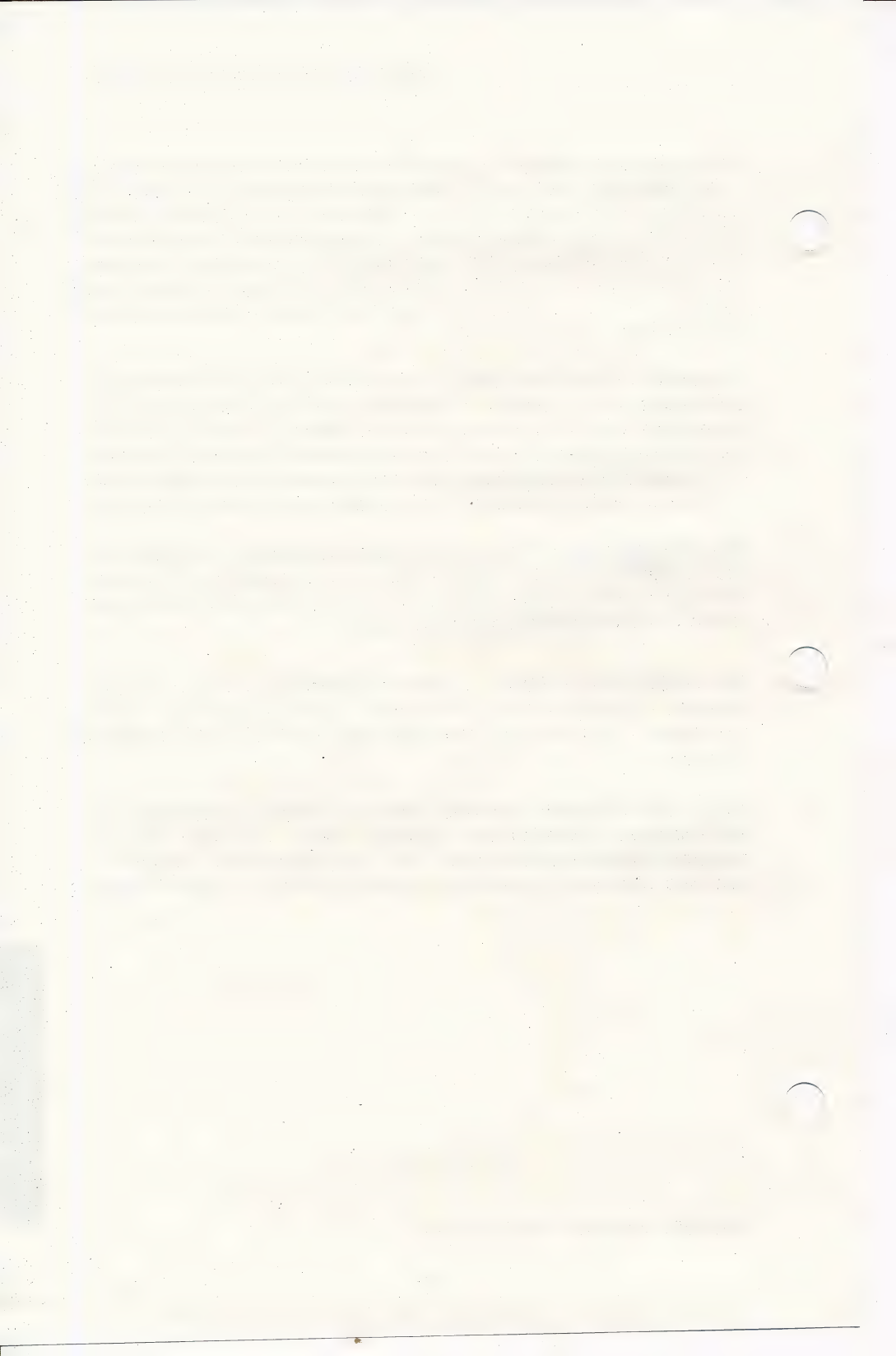
Remember, too, that "reputation is a silver-tongued orator." The effort and professionalism you invest in a negotiation will be remembered by your counterpart and may be made known to others as well. You owe it to yourself to leave the best possible impression with a counterpart, regardless of the result of the negotiation. The good impression you make through courtesy and skillful negotiation may well pay you dividends in the future.

Your understanding of the fundamentals of negotiation will contribute to your success in the future. However, this is only the beginning. The time and work you invest in actual negotiation will be the factors that enable you to realize your plans and to satisfy your needs.

THE NEGOTIATION EDGE can play an important part in your success. Information, insight, planning, and tactics – these are what you need to succeed as a negotiator, and these are what THE NEGOTIATION EDGE offers you.

As you conclude each negotiation, end on a positive, up-beat note. You appreciate your counterpart's business interest, no matter what the outcome of your bargaining. Most of all, your perseverance and skill as a negotiator allow you to look to the future with confidence and enthusiasm.





## THE NEGOTIATION EDGE™ CHECKLIST

Take a moment to review the list of adjectives and items below. They appear in the NEGOTIATION EDGE™ Program. Check the words that describe the behavior, attitude and "styles" of your counterpart.

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Kind           | <input type="checkbox"/> Confident        | <input type="checkbox"/> Autonomous        |
| <input type="checkbox"/> Sarcastic      | <input type="checkbox"/> Approval-seeking | <input type="checkbox"/> Precise           |
| <input type="checkbox"/> Rigid          | <input type="checkbox"/> Empathetic       | <input type="checkbox"/> Insecure          |
| <input type="checkbox"/> Ruthless       | <input type="checkbox"/> Egotistic        | <input type="checkbox"/> Attention-seeking |
| <input type="checkbox"/> Inquiring      | <input type="checkbox"/> Apprehensive     | <input type="checkbox"/> Apologetic        |
| <input type="checkbox"/> Aggressive     | <input type="checkbox"/> Scheming         | <input type="checkbox"/> Impatient         |
| <input type="checkbox"/> Controlling    | <input type="checkbox"/> Simple-minded    | <input type="checkbox"/> Reserved          |
| <input type="checkbox"/> Charitable     | <input type="checkbox"/> Winning          | <input type="checkbox"/> Double-dealing    |
| <input type="checkbox"/> Conventional   | <input type="checkbox"/> Domineering      | <input type="checkbox"/> Creative          |
| <input type="checkbox"/> Cautious       | <input type="checkbox"/> Helpful          | <input type="checkbox"/> Industrious       |
| <input type="checkbox"/> Sociable       | <input type="checkbox"/> Disciplined      | <input type="checkbox"/> Overbearing       |
| <input type="checkbox"/> Striving       | <input type="checkbox"/> Fearful          | <input type="checkbox"/> Nurturing         |
| <input type="checkbox"/> Blaming        | <input type="checkbox"/> Engaging         | <input type="checkbox"/> Conservative      |
| <input type="checkbox"/> Organized      | <input type="checkbox"/> Achieving        | <input type="checkbox"/> Entrepreneurial   |
| <input type="checkbox"/> Self-assured   | <input type="checkbox"/> Self-starting    | <input type="checkbox"/> Neighborly        |
| <input type="checkbox"/> Self-reliant   | <input type="checkbox"/> Consistent       | <input type="checkbox"/> Persistent        |
| <input type="checkbox"/> Uncaring       | <input type="checkbox"/> Self-critical    | <input type="checkbox"/> Self-ruling       |
| <input type="checkbox"/> Unconventional | <input type="checkbox"/> Independent      | <input type="checkbox"/> Definite          |
| <input type="checkbox"/> Outgoing       | <input type="checkbox"/> Sympathetic      | <input type="checkbox"/> Uncertain         |
| <input type="checkbox"/> Manipulative   | <input type="checkbox"/> Adventurous      | <input type="checkbox"/> Other-oriented    |
| <input type="checkbox"/> Clever         | <input type="checkbox"/> Quiet            | <input type="checkbox"/> Sensitive         |
| <input type="checkbox"/> Competitive    | <input type="checkbox"/> Self-serving     | <input type="checkbox"/> Talkative         |
| <input type="checkbox"/> Assertive      | <input type="checkbox"/> Smart            | <input type="checkbox"/> Deferential       |
| <input type="checkbox"/> Caring         | <input type="checkbox"/> Determined       | <input type="checkbox"/> Exhibitionistic   |
| <input type="checkbox"/> Flexible       | <input type="checkbox"/> Influential      | <input type="checkbox"/> Rebellious        |
| <input type="checkbox"/> Takes Risks    | <input type="checkbox"/> Concerned        | <input type="checkbox"/> Friendly          |
| <input type="checkbox"/> Distant        | <input type="checkbox"/> Dogmatic         | <input type="checkbox"/> Dominating        |
| <input type="checkbox"/> Ambitious      | <input type="checkbox"/> Venturesome      | <input type="checkbox"/> Obedient          |
| <input type="checkbox"/> Responsible    | <input type="checkbox"/> Affiliative      | <input type="checkbox"/> Methodical        |
| <input type="checkbox"/> Thorough       | <input type="checkbox"/> Goal-oriented    | <input type="checkbox"/> Dramatic          |

Agree    Disagree

- |                          |                          |   |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | 1. He has a shortage of time for completing the negotiation.    |
| <input type="checkbox"/> | <input type="checkbox"/> | 2. I will be negotiating as a representative for another party. |
| <input type="checkbox"/> | <input type="checkbox"/> | 3. I lack enough time to complete the negotiation successfully. |
| <input type="checkbox"/> | <input type="checkbox"/> | 4. I have more than enough time to complete my business.        |
| <input type="checkbox"/> | <input type="checkbox"/> | 5. I have never negotiated with him before.                     |
| <input type="checkbox"/> | <input type="checkbox"/> | 6. I exploited him in our previous meeting.                     |

Agree      Disagree

- \_\_\_\_\_ \_\_\_\_\_ 7. The power to control the proceedings is equally divided between us.
- \_\_\_\_\_ \_\_\_\_\_ 8. He is in a position of greater power.
- \_\_\_\_\_ \_\_\_\_\_ 9. We will not be meeting as buyer and seller.
- \_\_\_\_\_ \_\_\_\_\_ 10. I am in the position of selling to him.
- \_\_\_\_\_ \_\_\_\_\_ 11. He feels a strong need to finalize an agreement.
- \_\_\_\_\_ \_\_\_\_\_ 12. It is very important to me to work out a deal with him.
- \_\_\_\_\_ \_\_\_\_\_ 13. He will be negotiating with the assistance of a team.
- \_\_\_\_\_ \_\_\_\_\_ 14. I will have a team with me for this negotiation.
- \_\_\_\_\_ \_\_\_\_\_ 15. He is experienced with this kind of negotiation.
- \_\_\_\_\_ \_\_\_\_\_ 16. I have had previous experience with negotiations like this.
- \_\_\_\_\_ \_\_\_\_\_ 17. He will be negotiating as a representative for another party.
- \_\_\_\_\_ \_\_\_\_\_ 18. A neutral party will be present when we negotiate.
- \_\_\_\_\_ \_\_\_\_\_ 19. He and I will likely negotiate again.
- \_\_\_\_\_ \_\_\_\_\_ 20. This will be a complicated negotiation, with many issues up for discussion.

There are some questions which you should consider after the negotiation. These include:

1. What strategies or tactics worked best? Worst?

\_\_\_\_\_  
\_\_\_\_\_

2. Summarize the personal characteristics of the counterpart. How is he/she different or similar to other negotiators?

\_\_\_\_\_  
\_\_\_\_\_

3. To increase my success at negotiation, I should:

\_\_\_\_\_  
\_\_\_\_\_

4. As a negotiator, my strengths and weaknesses are?

\_\_\_\_\_  
\_\_\_\_\_

5. If I could change one thing that took place in the negotiation, it would be:

\_\_\_\_\_  
\_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

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Take a moment to review the list of adjectives and items below. They appear in the NEGOTIATION EDGE™ Program. Check the words that describe the behavior, attitude and "styles" of your counterpart.

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Kind           | <input type="checkbox"/> Confident        | <input type="checkbox"/> Autonomous        |
| <input type="checkbox"/> Sarcastic      | <input type="checkbox"/> Approval-seeking | <input type="checkbox"/> Precise           |
| <input type="checkbox"/> Rigid          | <input type="checkbox"/> Empathetic       | <input type="checkbox"/> Insecure          |
| <input type="checkbox"/> Ruthless       | <input type="checkbox"/> Egotistic        | <input type="checkbox"/> Attention-seeking |
| <input type="checkbox"/> Inquiring      | <input type="checkbox"/> Apprehensive     | <input type="checkbox"/> Apologetic        |
| <input type="checkbox"/> Aggressive     | <input type="checkbox"/> Scheming         | <input type="checkbox"/> Impatient         |
| <input type="checkbox"/> Controlling    | <input type="checkbox"/> Simple-minded    | <input type="checkbox"/> Reserved          |
| <input type="checkbox"/> Charitable     | <input type="checkbox"/> Winning          | <input type="checkbox"/> Double-dealing    |
| <input type="checkbox"/> Conventional   | <input type="checkbox"/> Domineering      | <input type="checkbox"/> Creative          |
| <input type="checkbox"/> Cautious       | <input type="checkbox"/> Helpful          | <input type="checkbox"/> Industrious       |
| <input type="checkbox"/> Sociable       | <input type="checkbox"/> Disciplined      | <input type="checkbox"/> Overbearing       |
| <input type="checkbox"/> Striving       | <input type="checkbox"/> Fearful          | <input type="checkbox"/> Nurturing         |
| <input type="checkbox"/> Blaming        | <input type="checkbox"/> Engaging         | <input type="checkbox"/> Conservative      |
| <input type="checkbox"/> Organized      | <input type="checkbox"/> Achieving        | <input type="checkbox"/> Entrepreneurial   |
| <input type="checkbox"/> Self-assured   | <input type="checkbox"/> Self-starting    | <input type="checkbox"/> Neighborly        |
| <input type="checkbox"/> Self-reliant   | <input type="checkbox"/> Consistent       | <input type="checkbox"/> Persistent        |
| <input type="checkbox"/> Uncaring       | <input type="checkbox"/> Self-critical    | <input type="checkbox"/> Self-ruling       |
| <input type="checkbox"/> Unconventional | <input type="checkbox"/> Independent      | <input type="checkbox"/> Definite          |
| <input type="checkbox"/> Outgoing       | <input type="checkbox"/> Sympathetic      | <input type="checkbox"/> Uncertain         |
| <input type="checkbox"/> Manipulative   | <input type="checkbox"/> Adventuresome    | <input type="checkbox"/> Other-oriented    |
| <input type="checkbox"/> Clever         | <input type="checkbox"/> Quiet            | <input type="checkbox"/> Sensitive         |
| <input type="checkbox"/> Competitive    | <input type="checkbox"/> Self-serving     | <input type="checkbox"/> Talkative         |
| <input type="checkbox"/> Assertive      | <input type="checkbox"/> Smart            | <input type="checkbox"/> Deferential       |
| <input type="checkbox"/> Caring         | <input type="checkbox"/> Determined       | <input type="checkbox"/> Exhibitionistic   |
| <input type="checkbox"/> Flexible       | <input type="checkbox"/> Influential      | <input type="checkbox"/> Rebellious        |
| <input type="checkbox"/> Takes Risks    | <input type="checkbox"/> Concerned        | <input type="checkbox"/> Friendly          |
| <input type="checkbox"/> Distant        | <input type="checkbox"/> Dogmatic         | <input type="checkbox"/> Dominating        |
| <input type="checkbox"/> Ambitious      | <input type="checkbox"/> Venturesome      | <input type="checkbox"/> Obedient          |
| <input type="checkbox"/> Responsible    | <input type="checkbox"/> Affiliative      | <input type="checkbox"/> Methodical        |
| <input type="checkbox"/> Thorough       | <input type="checkbox"/> Goal-oriented    | <input type="checkbox"/> Dramatic          |

Agree    Disagree

- |                          |                          |   |
|--------------------------|--------------------------|---|
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5. If I could change one thing that took place in the negotiation, it would be:

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| <input type="checkbox"/> Inquiring      | <input type="checkbox"/> Apprehensive     | <input type="checkbox"/> Apologetic        |
| <input type="checkbox"/> Aggressive     | <input type="checkbox"/> Scheming         | <input type="checkbox"/> Impatient         |
| <input type="checkbox"/> Controlling    | <input type="checkbox"/> Simple-minded    | <input type="checkbox"/> Reserved          |
| <input type="checkbox"/> Charitable     | <input type="checkbox"/> Winning          | <input type="checkbox"/> Double-dealing    |
| <input type="checkbox"/> Conventional   | <input type="checkbox"/> Domineering      | <input type="checkbox"/> Creative          |
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| <input type="checkbox"/> Sociable       | <input type="checkbox"/> Disciplined      | <input type="checkbox"/> Overbearing       |
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| <input type="checkbox"/> Clever         | <input type="checkbox"/> Quiet            | <input type="checkbox"/> Sensitive         |
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| <input type="checkbox"/> Distant        | <input type="checkbox"/> Dogmatic         | <input type="checkbox"/> Dominating        |
| <input type="checkbox"/> Ambitious      | <input type="checkbox"/> Venturesome      | <input type="checkbox"/> Obedient          |
| <input type="checkbox"/> Responsible    | <input type="checkbox"/> Affiliative      | <input type="checkbox"/> Methodical        |
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Agree    Disagree

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\_\_\_\_\_  
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\_\_\_\_\_  
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- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Kind<br><input type="checkbox"/> Sarcastic<br><input type="checkbox"/> Rigid<br><input type="checkbox"/> Ruthless<br><input type="checkbox"/> Inquiring<br><input type="checkbox"/> Aggressive<br><input type="checkbox"/> Controlling<br><input type="checkbox"/> Charitable<br><input type="checkbox"/> Conventional<br><input type="checkbox"/> Cautious<br><input type="checkbox"/> Sociable<br><input type="checkbox"/> Striving<br><input type="checkbox"/> Blaming<br><input type="checkbox"/> Organized<br><input type="checkbox"/> Self-assured<br><input type="checkbox"/> Self-reliant<br><input type="checkbox"/> Uncaring<br><input type="checkbox"/> Unconventional<br><input type="checkbox"/> Outgoing<br><input type="checkbox"/> Manipulative<br><input type="checkbox"/> Clever<br><input type="checkbox"/> Competitive<br><input type="checkbox"/> Assertive<br><input type="checkbox"/> Caring<br><input type="checkbox"/> Flexible<br><input type="checkbox"/> Takes Risks<br><input type="checkbox"/> Distant<br><input type="checkbox"/> Ambitious<br><input type="checkbox"/> Responsible<br><input type="checkbox"/> Thorough | <input type="checkbox"/> Confident<br><input type="checkbox"/> Approval-seeking<br><input type="checkbox"/> Empathetic<br><input type="checkbox"/> Egotistic<br><input type="checkbox"/> Apprehensive<br><input type="checkbox"/> Scheming<br><input type="checkbox"/> Simple-minded<br><input type="checkbox"/> Winning<br><input type="checkbox"/> Domineering<br><input type="checkbox"/> Helpful<br><input type="checkbox"/> Disciplined<br><input type="checkbox"/> Fearful<br><input type="checkbox"/> Engaging<br><input type="checkbox"/> Achieving<br><input type="checkbox"/> Self-starting<br><input type="checkbox"/> Consistent<br><input type="checkbox"/> Self-critical<br><input type="checkbox"/> Independent<br><input type="checkbox"/> Sympathetic<br><input type="checkbox"/> Adventuresome<br><input type="checkbox"/> Quiet<br><input type="checkbox"/> Self-serving<br><input type="checkbox"/> Smart<br><input type="checkbox"/> Determined<br><input type="checkbox"/> Influential<br><input type="checkbox"/> Concerned<br><input type="checkbox"/> Dogmatic<br><input type="checkbox"/> Venturesome<br><input type="checkbox"/> Affiliative<br><input type="checkbox"/> Goal-oriented | <input type="checkbox"/> Autonomous<br><input type="checkbox"/> Precise<br><input type="checkbox"/> Insecure<br><input type="checkbox"/> Attention-seeking<br><input type="checkbox"/> Apologetic<br><input type="checkbox"/> Impatient<br><input type="checkbox"/> Reserved<br><input type="checkbox"/> Double-dealing<br><input type="checkbox"/> Creative<br><input type="checkbox"/> Industrious<br><input type="checkbox"/> Overbearing<br><input type="checkbox"/> Nurturing<br><input type="checkbox"/> Conservative<br><input type="checkbox"/> Entrepreneurial<br><input type="checkbox"/> Neighborly<br><input type="checkbox"/> Persistent<br><input type="checkbox"/> Self-ruling<br><input type="checkbox"/> Definite<br><input type="checkbox"/> Uncertain<br><input type="checkbox"/> Other-oriented<br><input type="checkbox"/> Sensitive<br><input type="checkbox"/> Talkative<br><input type="checkbox"/> Deferential<br><input type="checkbox"/> Exhibitionistic<br><input type="checkbox"/> Rebellious<br><input type="checkbox"/> Friendly<br><input type="checkbox"/> Dominating<br><input type="checkbox"/> Obedient<br><input type="checkbox"/> Methodical<br><input type="checkbox"/> Dramatic |
|--|---|---|

Agree    Disagree

- |                          |                          |   |
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| <input type="checkbox"/> Blaming        | <input type="checkbox"/> Engaging         | <input type="checkbox"/> Conservative      |
| <input type="checkbox"/> Organized      | <input type="checkbox"/> Achieving        | <input type="checkbox"/> Entrepreneurial   |
| <input type="checkbox"/> Self-assured   | <input type="checkbox"/> Self-starting    | <input type="checkbox"/> Neighborly        |
| <input type="checkbox"/> Self-reliant   | <input type="checkbox"/> Consistent       | <input type="checkbox"/> Persistent        |
| <input type="checkbox"/> Uncaring       | <input type="checkbox"/> Self-critical    | <input type="checkbox"/> Self-ruling       |
| <input type="checkbox"/> Unconventional | <input type="checkbox"/> Independent      | <input type="checkbox"/> Definite          |
| <input type="checkbox"/> Outgoing       | <input type="checkbox"/> Sympathetic      | <input type="checkbox"/> Uncertain         |
| <input type="checkbox"/> Manipulative   | <input type="checkbox"/> Adventurous      | <input type="checkbox"/> Other-oriented    |
| <input type="checkbox"/> Clever         | <input type="checkbox"/> Quiet            | <input type="checkbox"/> Sensitive         |
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| <input type="checkbox"/> Caring         | <input type="checkbox"/> Determined       | <input type="checkbox"/> Exhibitionistic   |
| <input type="checkbox"/> Flexible       | <input type="checkbox"/> Influential      | <input type="checkbox"/> Rebellious        |
| <input type="checkbox"/> Takes Risks    | <input type="checkbox"/> Concerned        | <input type="checkbox"/> Friendly          |
| <input type="checkbox"/> Distant        | <input type="checkbox"/> Dogmatic         | <input type="checkbox"/> Dominating        |
| <input type="checkbox"/> Ambitious      | <input type="checkbox"/> Venturesome      | <input type="checkbox"/> Obedient          |
| <input type="checkbox"/> Responsible    | <input type="checkbox"/> Affiliative      | <input type="checkbox"/> Methodical        |
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Agree    Disagree

- |                          |                          |   |
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| <input type="checkbox"/> Rigid          | <input type="checkbox"/> Empathetic       | <input type="checkbox"/> Insecure          |
| <input type="checkbox"/> Ruthless       | <input type="checkbox"/> Egotistic        | <input type="checkbox"/> Attention-seeking |
| <input type="checkbox"/> Inquiring      | <input type="checkbox"/> Apprehensive     | <input type="checkbox"/> Apologetic        |
| <input type="checkbox"/> Aggressive     | <input type="checkbox"/> Scheming         | <input type="checkbox"/> Impatient         |
| <input type="checkbox"/> Controlling    | <input type="checkbox"/> Simple-minded    | <input type="checkbox"/> Reserved          |
| <input type="checkbox"/> Charitable     | <input type="checkbox"/> Winning          | <input type="checkbox"/> Double-dealing    |
| <input type="checkbox"/> Conventional   | <input type="checkbox"/> Domineering      | <input type="checkbox"/> Creative          |
| <input type="checkbox"/> Cautious       | <input type="checkbox"/> Helpful          | <input type="checkbox"/> Industrious       |
| <input type="checkbox"/> Sociable       | <input type="checkbox"/> Disciplined      | <input type="checkbox"/> Overbearing       |
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| <input type="checkbox"/> Charitable     | <input type="checkbox"/> Winning          | <input type="checkbox"/> Double-dealing    |
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| <input type="checkbox"/> Responsible    | <input type="checkbox"/> Affiliative      | <input type="checkbox"/> Methodical        |
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\_\_\_\_\_

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\_\_\_\_ Finance

\_\_\_\_ Sales

\_\_\_\_ Consulting

\_\_\_\_ Media

\_\_\_\_ Legal

\_\_\_\_ Insurance

\_\_\_\_ Real Estate

\_\_\_\_ Medical

\_\_\_\_ Computer Software

\_\_\_\_ Manufacturing

\_\_\_\_ Distribution

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\_\_\_\_ Medium Sized Business

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\_\_\_\_ Education

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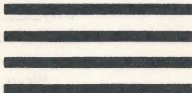
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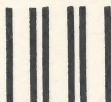
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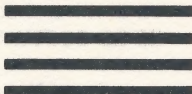
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