

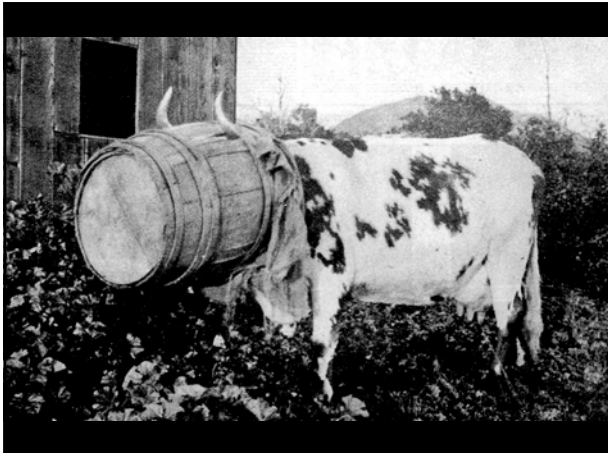
# Negotiation Skills Principles for Success

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ED Directors Academy  
Phase I – Dallas, 2021

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“Everything we want ... is  
under the control of...  
someone else.”

Roger Dawson

4

“The first offer  
is never  
the final offer.”  
Edward Levin

5

Successful negotiation  
is a mutually acceptable  
resolution of a conflict.

6

What is your view of a classic negotiation?

- \_\_\_\_\_
- \_\_\_\_\_

7

### Negotiation is Distasteful

To some because:

- The Tijuana Syndrome / NYC Electronics Store  
Haggling feels cheap
- The International Treaty  
Unobtainable expertise

Think So?



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### Negotiation is Distasteful

To some because:

- The Tijuana Syndrome – Haggling that cheapens all involved.
- The International Treaty – Expertise unobtainable by a mere amateur.

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12

**Concession Behavior**  
**Soviet View**



Concessions are a sign of weakness.  
Ask for more!!

13

Kids are good negotiators because they innately understand...



Negotiation is Knowing and Caring about what you want!

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Components of Success

- Attitude
- Information
- Time
- Power
- and...

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**Planning**  
(Among Inexperienced)

90% of planning occurs just before the negotiation . . .

10% occurs afterwards!

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**Planning**

Like a wedding, good negotiations are well orchestrated events.

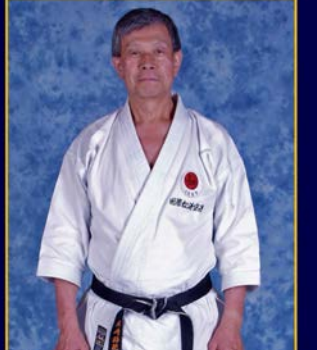
Among novices, preparation is the most frequently ignored component of negotiations



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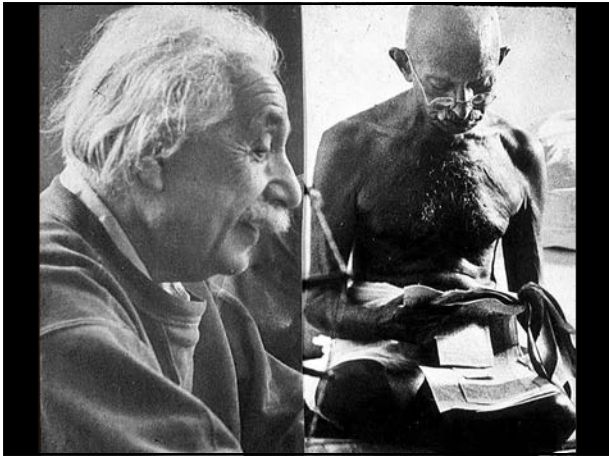


TERUYUKI  
**OKAZAKI**



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Create an environment of trust

“Seek first to hear, then to be heard.”

Stephen R. Covey

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“I will bury you!”

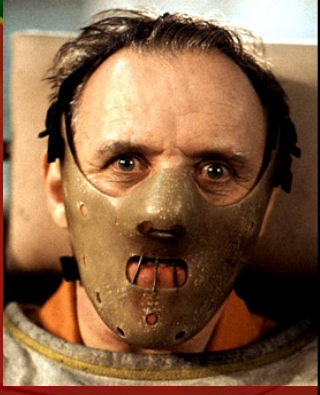
Nikita Khrushchev

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Learn to control your emotions.  
Emotional negotiations harbor resentment.



26

“Facts are a stupid thing!”  
Ronald Reagan

27

“I worked for a menial’s hire,  
only to learn dismayed,  
that any wage I’d asked of life,  
life would have paid.”  
Jessie B. Rittenhouse

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Do aspirations matter?  
**The Harvard Experiment**  
Lawrence E. Fouraker  
Dean, Harvard B School

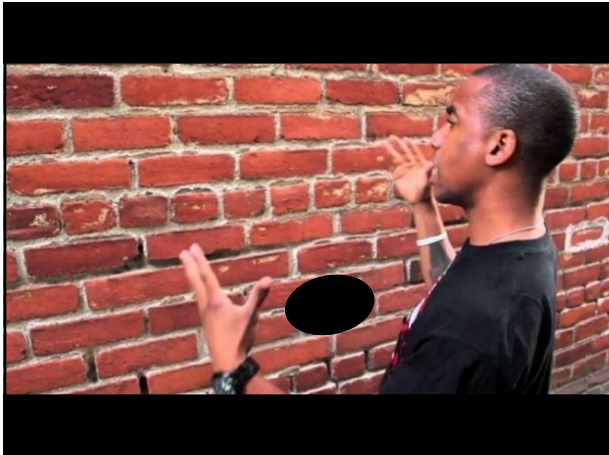
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Do aspirations matter?



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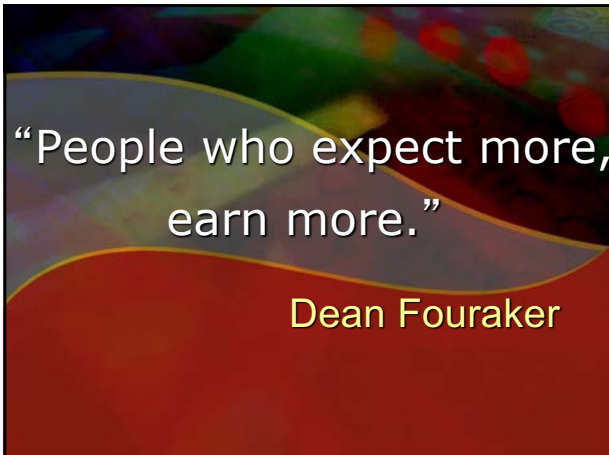




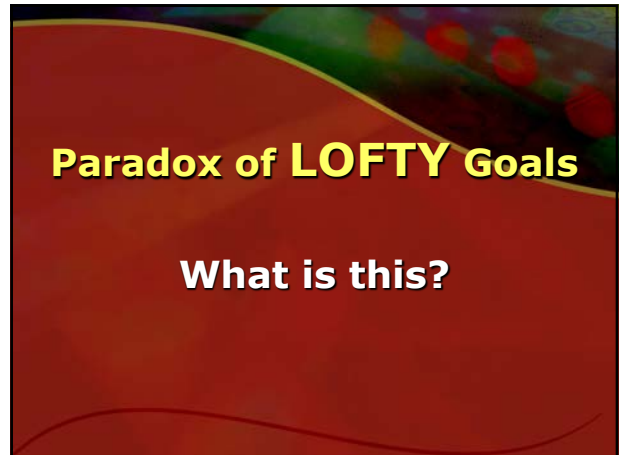
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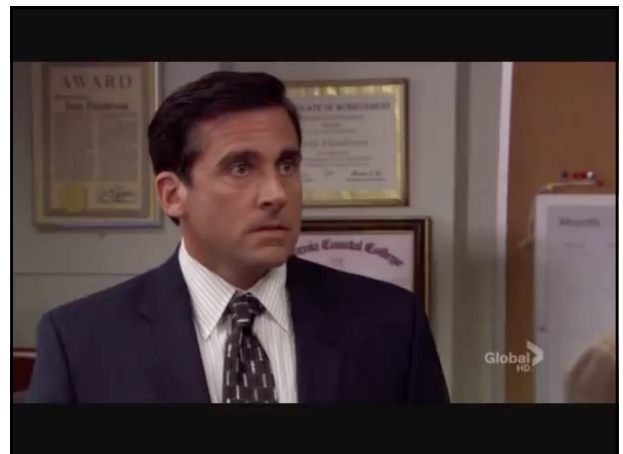
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How do you respond to:

**NO!!**

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“Open your mind”  
Be willing to accept “NO”



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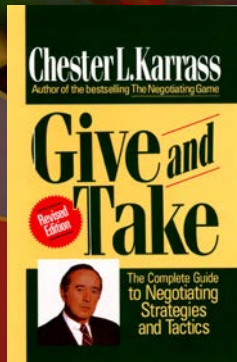
**NO**

The Only Negotiating  
System You Need For  
Work and Home

— JIM CAMP —

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“A Study of the  
Relationship of  
Negotiator Skill  
and Power as  
Determinants of  
Negotiation  
Outcome.”



40

Higher aspirations lead to higher awards



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Negotiators  
project  
their own  
aspirations.



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Fair and reasonable to Me  
are Not necessarily fair  
and reasonable to You

43



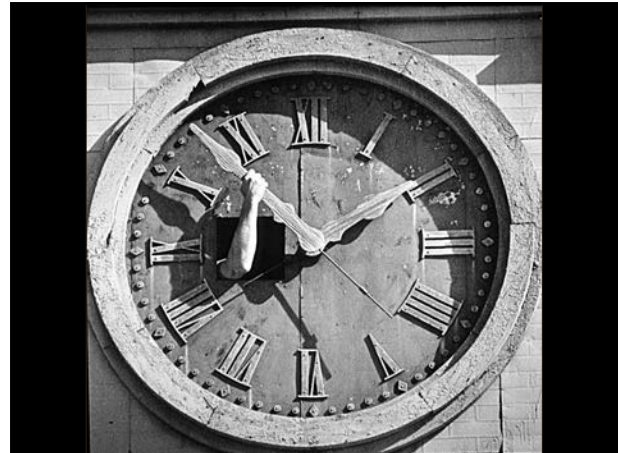
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“He is well paid,  
who is well satisfied.”

William Shakespeare



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## Time / Deadline

- Greatest concessions occur at the last minute
- Easy settlements don't achieve the greatest concessions
- What happens if you go beyond the deadline...

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# DEADLINE

Determine:

- Their deadline.
- Is yours real?
- Can it be extended?

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# Power

Most people believe,  
the other side has more.

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“The dumber one appears to be, the more relaxed and vulnerable the other side will be.”

Roger Dawson

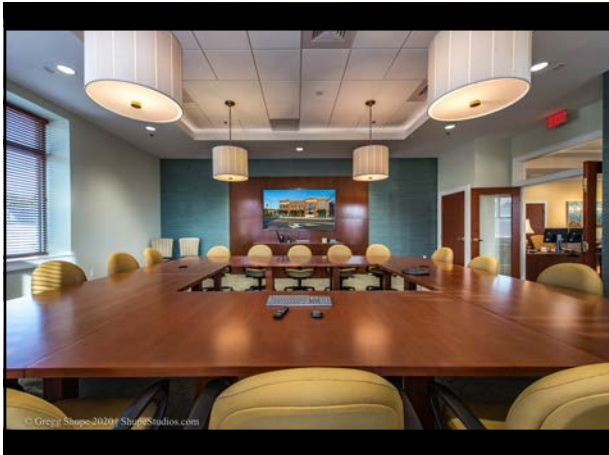
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# COLUMBO Principle

Weak = Strong  
Dumb = Smart



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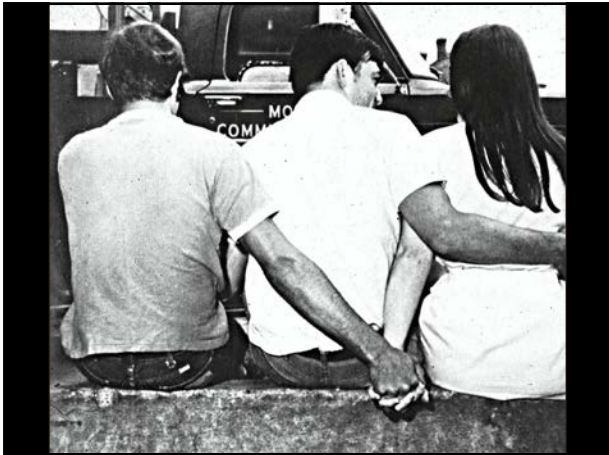


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## The Power of:

- Weakness
- Competition
- Limited Authority

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## Competition Solutions

If you are one of several options, they compete for you.

If you appear desperate, you compete for them.

58

## Competition Solutions

- Gain information
- Describe your uniqueness
- Develop your own options

59



60



# The Power of LIMITED AUTHORITY

61

## Limited Authority

- Establish authority early
- Play on pride
- Gain commitment
- Invent your own authority

62

## Negotiations

How do you:

- Start
- Concede
- Overcome Obstacles

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## START HIGH

- ◆ Get more
- ◆ Creates perception
- ◆ Room to move

64

## Hoveland's Experiment

A, B, . . . . . X

65

## Hoveland's Experiment

A, B, . . . . . X, Y, Z

66

## Creating Vision

If you want to move people  
along a continuum,  
you've got to show them what is  
beyond where you want them to go.

RWS

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## The Incremental Nature of Concessions

Guccione – Penthouse Boardwalk Casino  
Republican Debates – Eminent Domain

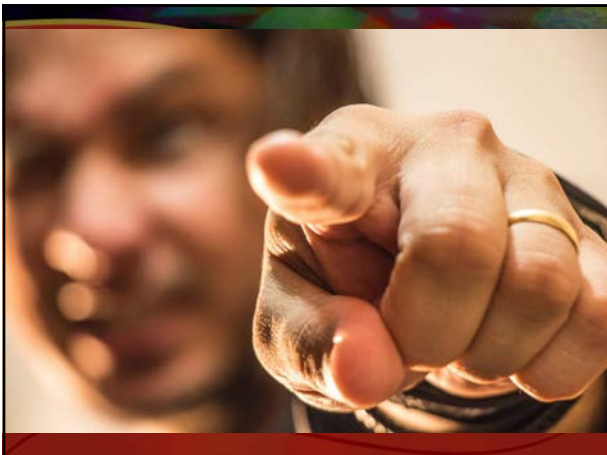
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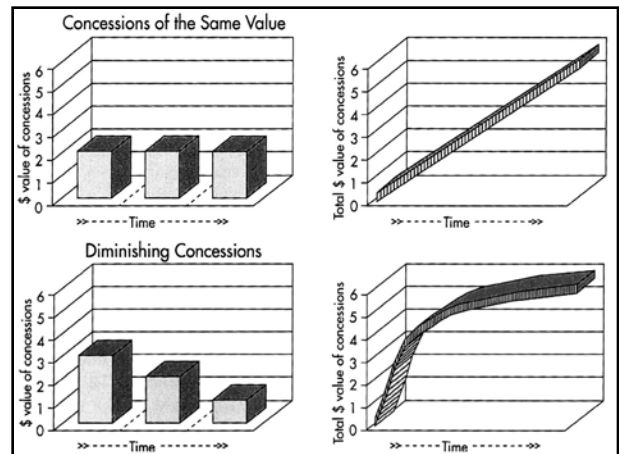
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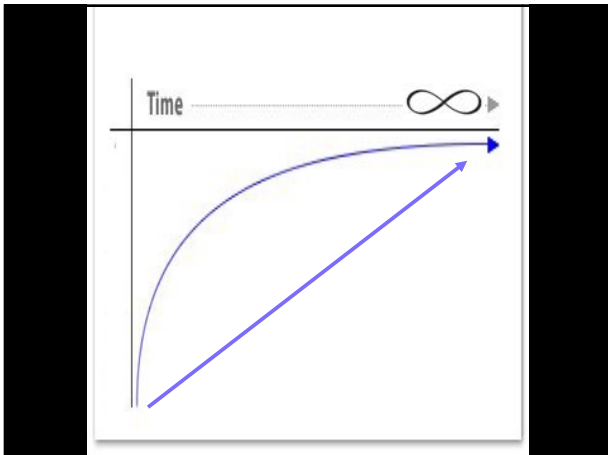


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## Karass on Concessions

Winners	Losers
➤ Small Concessions	➤ Large Concessions
➤ Last Concessions	➤ First Concessions
➤ Decrease toward deadline	➤ Increase at deadline


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“...but this swift business I must uneasy make, lest too light winning make the prize light.”

The Tempest  
Shakespeare



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## The “Too Easy” Win

The used car...  
a GREAT deal?

77

## The “Too Easy” Win

- I could have done better
- Is there something wrong
- I don't trust them

78

The Theory of Yes  
Just say  
**“YES”**  
Definitely Not  
Nancy Reagan

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Negotiating Ploys  
“The greatest cunning  
is to have none at all.”  
Carl Sandburg

80

**Negotiating Ploys**


- Bait and Switch
- Good Guy / Bad Guy
- Higher Authority
- Funny Money
- False Reluctance
- End Run
- Puppy Dog
- Nibble
- Abuse
- Flinch

81



“Try it,  
you’ll like it.”

**The Puppy Dog  
Technique**



82



Classic  
Car

83

**Focus on interests,  
not positions.**  
Getting to Yes  
Fisher and Ury

84



Satisfaction is not necessarily linked to Outcome.



85

“Michael,  
I am more proud  
of how you handle  
your success than  
I am of your success.”



Kirk Douglas

86



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