



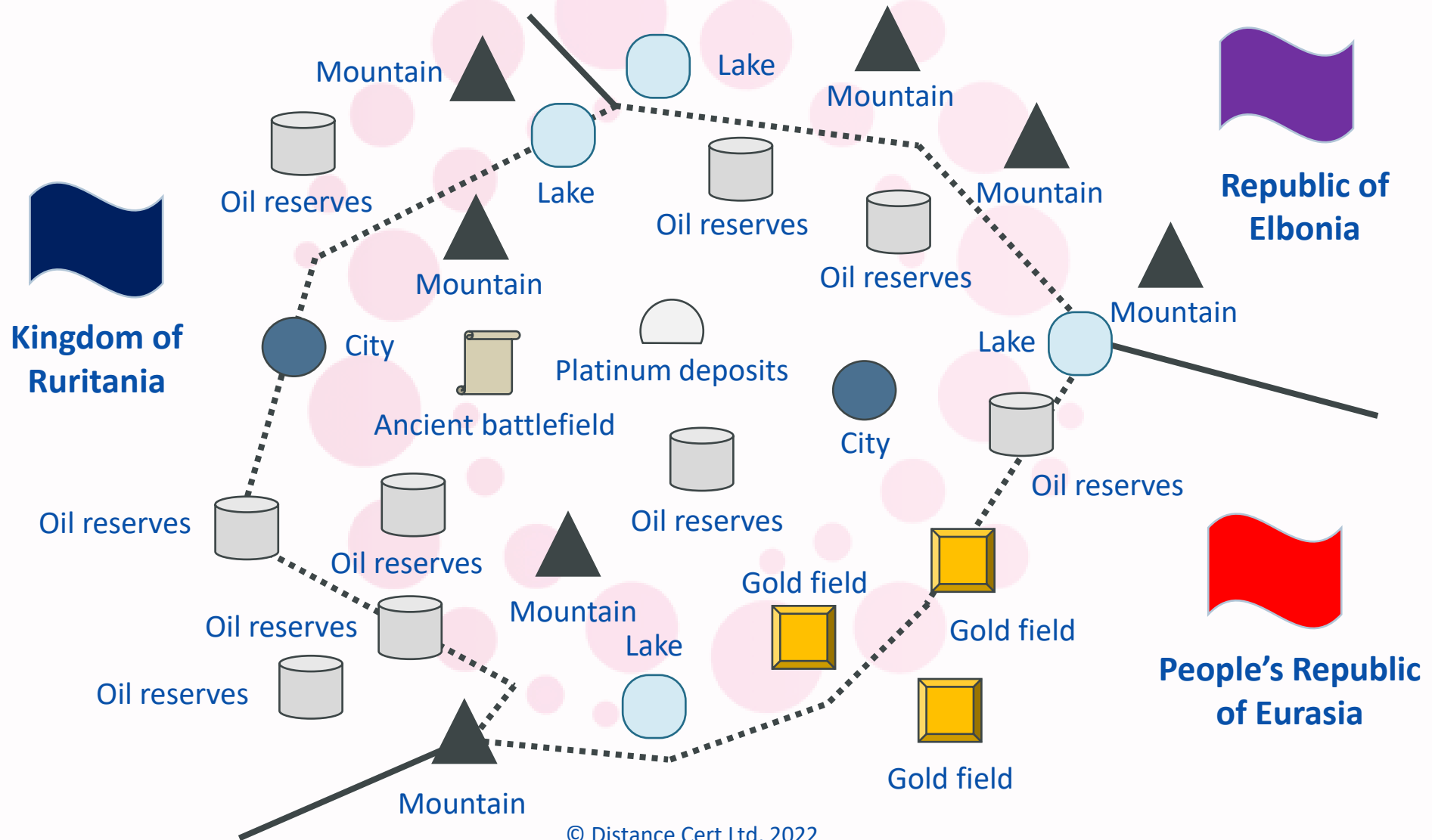
Teaching Negotiation Skills

Ben Dobbs

ben@distance-cert.com

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A Border Dispute



A Border Dispute

1. How successful were you? Why or why not?
2. What tactics did each side use during the negotiation?
3. What were you aiming for and did you get it?
4. Were you taking a cooperative or competitive approach?
5. Did you justify the points you were making? How?.
6. How did you open and close the negotiation?
7. What can we learn?

Negotiation



What is negotiation and
what is its purpose?

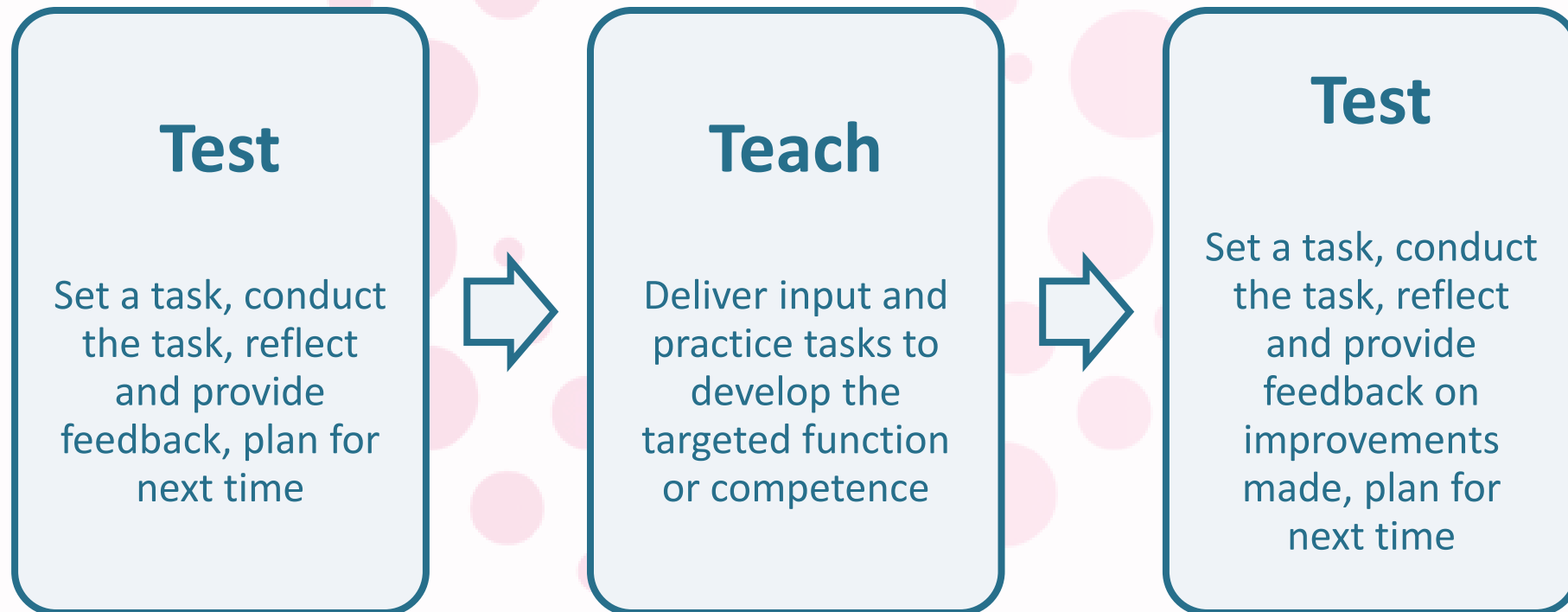
About Negotiations

Negotiations are ...


- ... **communicative events in which two or more parties need to be jointly involved**
- ... **not purely transactional**
- ... **not only a matter of bargaining and haggling**
- ... **an opportunity to build long-term relationships**
- ... **focused on a goal / mutually acceptable result**
- ... **a common business function**
- ... **not necessarily only two-party affairs**
- ... **not only related to business**
- ... **about more than just numbers like prices, dates, volumes and so on**

Training Negotiations

The TTT (test, teach, test) structure tends to work for a lesson on negotiation:



Trainer Knowledge



What do we need to know
in order to train
negotiation?

Trainer Knowledge

Trainers need a range of knowledge to effectively develop the functional competences of participants for effective negotiation.

These include:

- **Language and lexis for making offers, haggling, bargaining and so on**
- **Key acronyms for negotiators**
- **Tactics for negotiation**

Negotiation Tactics

Some negotiation tactics include:

- **Auction:** Pitting multiple parties against each other
- **Brinksmanship:** Creating a situation where the other party must agree or walk away
- **Bogey:** Pretending a minor issue is of major importance so it can be traded later
- **Chicken:** Proposing extreme measures to force the other to concede
- **Defence in depth:** Hiding behind decision making authority in order to buy time
- **Deadlines:** Forcing the other to make a decision by applying pressure of time
- **Divide and conquer:** Trying to provoke disagreement between members of the opposite team
- **Flinch:** Showing an extreme physical reaction as a fake sign of shock
- **Good cop / bad cop:** One person pretends to be reasonable while another acts unreasonably
- **Highball / lowball:** Setting a higher or lower figure which you can then move away from
- **Loss leader:** Offering something at no profit to build loyalty or attract customers
- **Nibble:** Asking for little concessions and “just one more thing”
- **Snowing:** Overwhelming the other party with so much information that they must agree

Key Acronyms to Note

BATNA: Best alternative to a negotiated agreement

WATNA: Worst alternative to a negotiated agreement

HIT: Have to have, intend to have, tradable

WAP: Walk-away price

ZOPA: Zone of possible / proximal agreement

The Mystery Machine

You will now negotiate the purchase of a piece of industrial equipment:

	What the Buyers Want	What the Suppliers Want
Price per machine	£550,000	£575,000
Delivery time	4 weeks	12 weeks
Warranty	10 years	2 years
Penalty clause	Late delivery penalty: 10% for each month of delay	Cancellation penalty: 100% of total price
Training	Free training course for the machine operators	Training available at additional cost of £10,000
Payment terms	60 days	Payment in advance

Remember, if using a similar task in training:

- Each group should not see the information the other group has
- Each group should be allowed a short time to prepare strategy, tactics and so on in their teams

The Mystery Machine

1. What had improved since your first negotiation?
2. What tactics did each side use during the negotiation?
3. What were you aiming for and did you get it?
4. Were you taking a cooperative or competitive approach?
5. Did you justify the points you were making? How?.
6. How did you open and close the negotiation?
7. What can we learn?

Key Texts

Fisher, Roger, Ury, William and Patton, Bruce (2011) *Getting To Yes: Negotiating Agreement Without Giving In*. London: Random House.

Gates, Steve (2016) *The Negotiation Book*. Chichester: Capstone.

Voss, Chris with Raz, Tahl (2016) *Never Split the Difference*. London: Random House.

Questions



Any questions?