



ΠΑΝΕΠΙΣΤΗΜΙΟ ΠΕΙΡΑΙΩΣ

UNIVERSITY OF PIRAEUS

M.Sc. Shipping Management

Sharpen your Negotiation Skills

certified ISO 9001: 2008



Demosthenes Papaconstantinou

NEGOTIATION IS EVERYWHERE

- We negotiate all of our lives
- We negotiate from the time we are born
- We negotiate more than once in every hour,
but we do not recognize the majority of those
- Negotiation is a crucial part of day to day survival,
in both business and other activities of our lives.

Negotiation is about reaching an agreement with other parties so that can achieve your goals



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Let's see it as a game

1st : Understand the game

- It is not a random process
- There is an understanding which helps the ability to predict and control

2nd: It has a predictable sequence of activities

- It is not a chaotic or random series of events

3rd : There are plays in the game

- The game has rules
- There are dos and don'ts.

Has rules

But it is an Art, although has some ...Science





Negotiation is Communication



.....in a Negotiation

1st

Ask Questions
a lot of Questions

2nd

Should Listen ...
Actively Listen



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- Ask questions....
- Do not ask another question until they answer the previous ones
- Let them give their thoughts, their arguments



OPEN - UNLOCK
the Other Side
the Buyer
the Seller
the Associate
the Co-worker

Questioning & Listening best Tactics



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LISTENING

- It is an active rather than a passive process
- It requires effort and energy
- We do it and not the Others

... is not listening politely until he finishes
... is not to prepare an answer while listening
... is not the skill to find the mistakes he made

Negotiation is ...a POLYCANAL communication

- **WHAT** you communicate
- **HOW** you communicate
- **WHEN** you communicate
- **WHY** you communicate
- **WHOM** do you communicate to?
- **WHAT** You **DO NOT** Communicate

has BENEFITS but and COSTS



It is a fraction

Benefits

Costs

- It is a decision of Exchanging Gains and Outlays
- To Take something you have to Give something

Before you begin a negotiation decide
what You can Give
to get what You Want



do not start a Negotiation

- If you do not have something to give,
- If you are not willing to give something

There is not a Concession

ONLY EXCHANGE





Everything is Negotiable !

EVERYTHING IS NEGOTIABLE

Perhaps The Most Valuable Rule

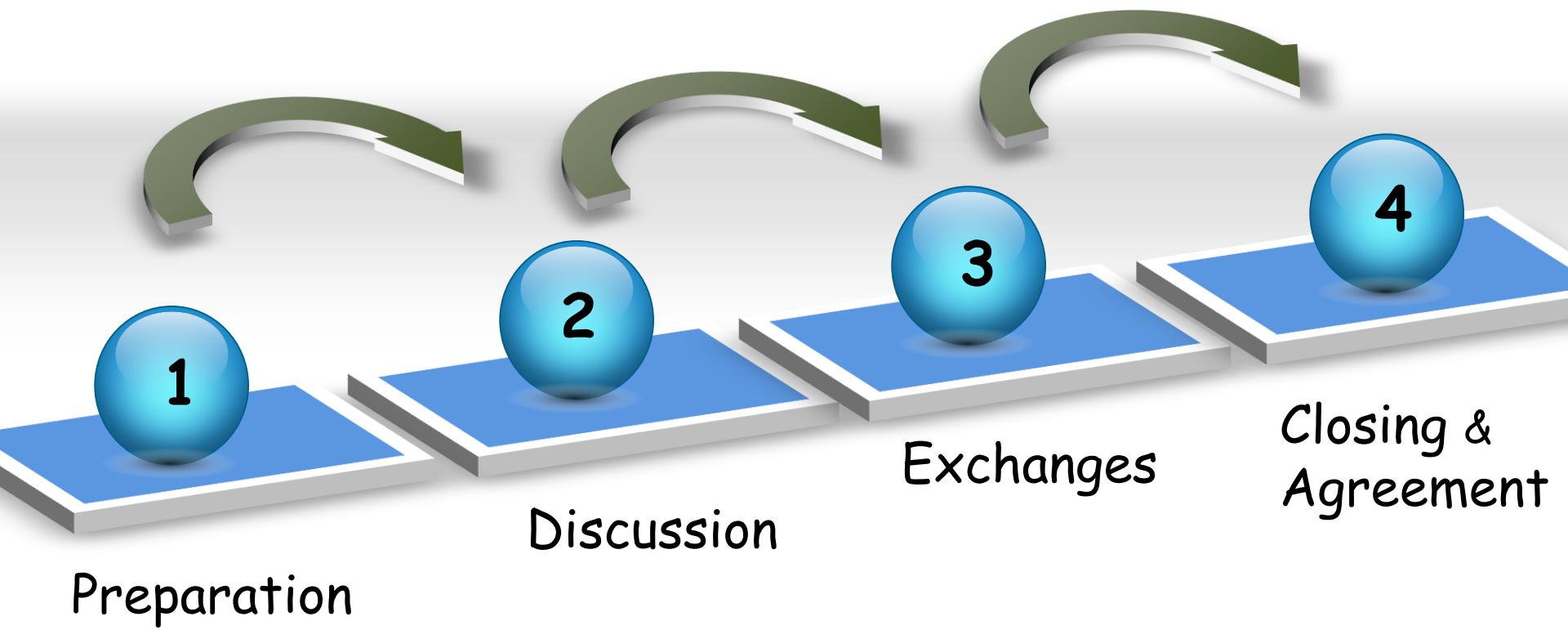
- Never accept:
 - ✓ There is not a discussion on this
 - ✓ This is not negotiable



negotiation has

PARTS and PROCESS

PROCESS



PARTS



PREPARATION

1. Information
2. Interests
3. The Core of negotiation
4. B.A.T.N.A
5. Strategies

ENGAGEMENT

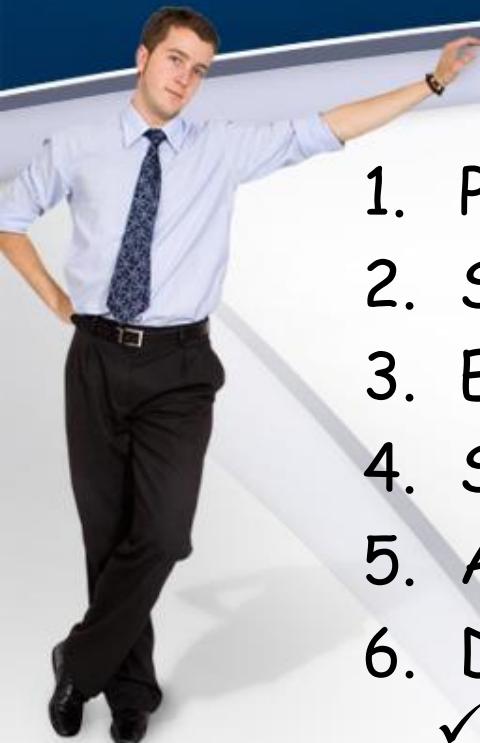
6. Tactics
7. Negotiation Style
8. Power
9. Psychology
10. Communication

PREPARATION AND PLANNING

- PREPARE, PREPARE, PREPARE
- Perhaps the most important factor of success
 - ✓ 13 times more important than physical strength
 - ✓ 2 times more important than personal initiative
 - ✓ Good and Deep Knowledge (topic, people) is 10 times more important than education and experience
- PREPARE, PREPARE, PREPARE

- Many, when they think of the negotiation focus on the second stage, the "table"
- But before you meet the other side there is **PREPARATION** that may be the ... 80% of the "job" and maybe contribute 80% to your success

7 points of Preparation



1. Personal
2. Study the Other Side
3. Exploring Interests
4. Searching B.A.T.N.A's
5. Agenda
6. Decisions on
 - ✓ Targets
 - ✓ Limits
 - ✓ Initial positions
7. Strategy selection

PREPARE YOURSELF



1. Physically
2. Mentally
3. Psychologically

POSITIONS & INTERESTS



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POSITIONS & INTERESTS



- **POSITIONS** are on the table
- **INTERESTS** are behind the positions
- The Interests create the Positions

POSITIONS

WHAT

- WHAT they want
- What people say they want
- Demands
- Things they say, will/won't do
- Subjective wants
- Are surface statements of where a party stands, and rarely provide insight into underlying motivations, values or incentives.

INTERESTS WHY

- WHY they want it
- Why they want it (underlying motivations)
- Concerns
- Fears and aspirations
- Objective needs
- Are a party's underlying reasons, values or motivations. Explain why takes a certain position.



Everything starts from the interests

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Should KNOW yours
and
Investigate, Assume, Ask theirs



Ask them ...

- What would you like from this negotiation?
- What is really important in this deal?
- How did you think this?
- Help me understand the criteria of this proposal
- Why would you be happy with this solution?
- Why do you like this choice?
- Why do not you agree with what I propose?
- What else ?
- Why not ?
- What is wrong with
- What are your fears?
- What is the real problem? -

POSITIONS- INTERESTS

- Often people take positions believing the position address their interests
- Rarely a position is the only way to address their interest
- Sometimes their position conflicts with your interest.
It doesn't mean there isn't a position that can meet both parties' interests
- Your job as a negotiator is less to convince than
to find solutions that address both parties' interests. -

B.A.T.N.A

- Best
- Alternative
- To a
- Negotiated
- Agreement

known and as.....



B.A.T.N.A

You must answer the 3 following questions:

- ✓ "What will I do if I do not agree with the other side? "
- ✓ "What options do I have, if they do not agree?"
- If you do not have B.A.T.N.A, regardless your decision, then **your bottom line is Wrong**
- B.A.T.N.A is The major factor of Power

B.A.T.N.A is THE key

- Power does NOT depend whether you're stronger, bigger, richer than the others
- Depends on how good B.A.T.N.A you have
- The better B.A.T.N.A, the greater influence and strength you have in negotiations

Make the following 3 decisions and
they should be taken in following order !

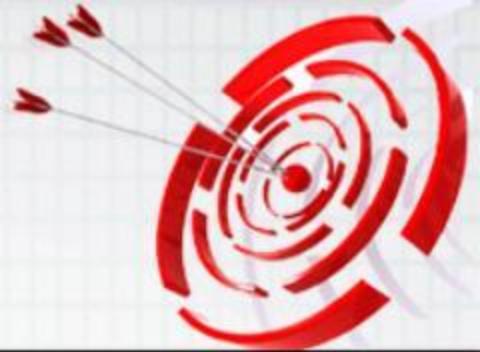
❖ TARGET(S)

❖ LIMIT(S)
❖ BOTTOM LINE

❖ OPENING(S)

Should be decided before entering the negotiation

TARGET



- What realistically we want
- Should be ambitious but realistic also



TARGETS

Write your Target ... and ...always in priorities

- a) must take
- b) good to have
- c) maybe useful
- What is the IMPORTANCE? (1-2-3)

TOPICS	IMPORTANCE
Value	3
Delivery	2
Additional Order	1
Payment	1

LIMIT is the last point of retreat



LIMIT

- There are not more concessions, not more gives
- This point is the **Floor** or the **ceiling**
- Maybe the most **difficult decision** to take and to follow.
- They will **never stop** if realize that you cannot hold your bottom line

- It is the point that makes a deal just tolerated.
- There is no MORE concessions!
- Limit means we are ready to 'lose'
 - ✓ the sell
 - ✓ the buy
 - ✓ the contract
 - ✓ the agreement
- if our limit is not accepted

OPENING



Our third decision

It is ... would be nice-great to have

You will never take your Opening position
You will never accept their Opening Offer





TARGETS - LIMITS - OPENINGS

Each item you have on your agenda should have

OPENING

TARGET

LIMIT



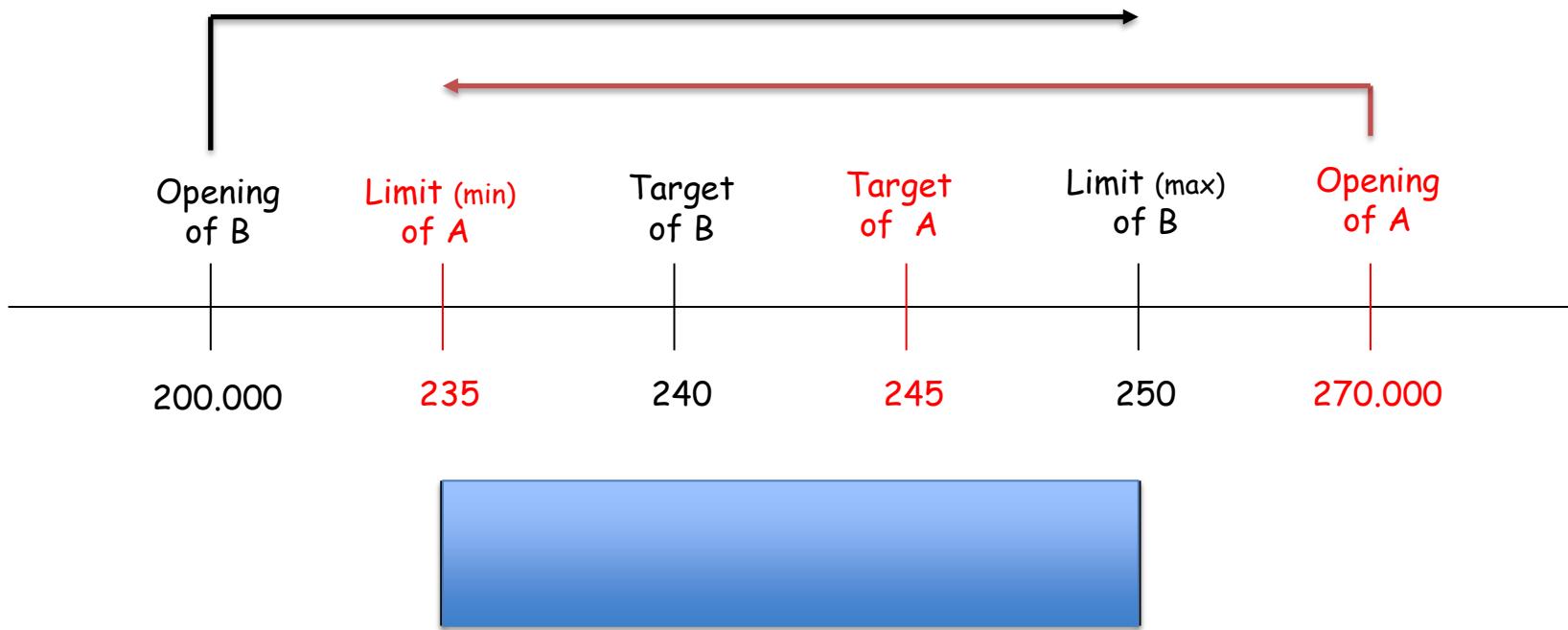
TRADING PACKS

- Prepare combinations of exchanges
- Create a bargain exchange plan
- It is a table that defines **Which** goals,
How and **When** you are going to exchange
- Create "Goal Packs" according to their importance.
- It is an essential part of preparing

example PREPARATION TABLE

	OPENINGS	TARGETS	LIMITS
AMOUNT	1100	1000	950
DELIVERY in days	100	90	80
PAYMENT In days	75	90	120

EXAMPLE...



ZOPA

Zone Of Possible Agreement (if exists, is the distance between the limits)

STRATEGY



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STRATEGY

- What Game do/should you to play?
- This is the strategic question
- It is the key question for anyone wishing to make a favorable deal.
- To choose the right game (strategy) you need to decide how important are two factors

OUTCOME- RELATIONSHIP

- a) **Outcome- Result:** what you might win or loose some
How much you care about the result?
- b) **Relationship:** How the negotiations will affect your relationship with other party.
- Do you care about the Rs. with the other side?

Combinations of these two factors give 5 STRATEGIES

1. AVOIDING (lose-lose)
2. ACCOMMODATING (lose to win)
relationship high / Outcome low
3. COMPETITIVE (win-lose)
Outcome high/relationship low
4. COLLABORATIVE (win-win)
Both factors are important. Maximizes outcome & relationship
5. COMPROMISE (split the difference)

Three Critical Elements

1. TIME
2. INFORMATION
3. POWER

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If you think you can or you cannot you are always right

Henry Ford I

POWER



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YOUR STRENGTH is your CHOICE

- Negotiation is defined by the Players
- You can start one round of Boxing, if you do not like it, you may play basketball, switch to soccer and end-up to chess
- You can make your own game as you go along

TIME

- Have patience: 80% concessions occur at the end
- Be persistent: try something different
- Move quickly when possible
- Realize deadlines can be moved
- Know their time limits

INFORMATION

- ✓ Learn as much as possible
- ✓ Keep an open Eye and Ear
- ✓ Ask Questions

12 fast track TIPS

- Always prepare, prepare, prepare
- Negotiation is Information. Imperative to search for
- Use questions to learn, listen well
- Find their interests. Do you know yours?
- Decide carefully your targets, limits and openings
- Always trade off, there are not concessions
- Have at least one B.A.T.N.A (plan B). Do you know theirs?
- Decide your strategy. Observe theirs
- Randomly chosen tactic is not a strategy
- Time and timing are important. Take your time, be alert
- Power is complicated, invisible and often paradoxical
- Best negotiator is the one that knows when to leave. Do You?

Negotiate Smart ... apply the ...rules



Thank You
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