

## Language Checklist Negotiations (2)

### *Bargaining*

We can agree to that if ...  
on condition that ...  
as/so long as ...  
That's not acceptable unless ...  
without ...

### *Making concessions*

If you could ... we could consider ...  
As/so long as ... we could agree to ...  
On condition that we agree on ... then we  
could ...  
Let's think about the issue of ...  
We could offer you ...  
Would you be interested in ... ?  
Could we tie this agreement to ... ?

### *Accepting*

We agree.  
That seems acceptable.  
That's probably all right.

### *Confirming*

Can we run through what we've agreed on?  
I'd like to check what we've said / confirm.  
I think this is a good time/point to repeat what  
we've agreed to so far.

### *Summarizing*

I'd like to run through the main points that  
we've talked about.  
So, I'll summarize the important points of  
our offer.  
Can we summarize the proposals in a few words?

### *Looking ahead*

So, the next step is ...  
We need to meet again soon.  
In our next meeting we need to ...  
So, can we ask you to ... ?  
Before the next meeting we'll ...  
We need to draw up a formal contract.

## Skills Checklist Negotiations (2) – Bargaining in negotiations

### *Concession rules*

"A key principle in negotiating is to give a little  
and get a little at the same time."

- Ask for concessions
- All concessions are conditional
- Conditions first "If ... then ..."
- "It's a package"
- Give what's cheap to you and valuable to  
them.

## During the negotiation

### *Main speaker*

- Create a joint, public and flexible agenda.
- Question needs and preferences.
- Don't talk too much.
- Listen.
- Don't fill silences.
- Build on common ground.
- Explore alternatives "What if ... ?"
- Be clear, brief and firm.
- Follow concession rules.

### *Support speaker*

- Wait till the Chair or your main speaker  
brings you in.
- Be clear, brief and firm.
- Follow the concession rules.
- Support your main speaker
  - Agree (nod, "That's right ...")
  - Emphasize ("This point is very important")
  - Add forgotten points ("And we must  
remember ...")
  - But don't make concessions for your main  
speaker.
  - Listen.
  - Don't fill silences.

## Quick Communication Check

### 1 Bargaining and making concessions

Choose the right alternative from the words in italics.

- 1 It's okay with us *so long as* / *whereas* you can supply the goods by January.
- 2 *If* / *Unless* the specifications are right we'll be happy.
- 3 We won't pay that price *if* / *unless* you increase the quantity.
- 4 If you ask us to help you then *we'll* / *we do* send someone immediately.
- 5 If you pay in dollars we *had to* / *will have to* pay bank charges.
- 6 We can offer a discount *but only* / *however* if you pay at the time of the order.
- 7 We can reach agreement *unless* / *on the condition that* the price is fixed for two years.

### 2 Accepting and confirming

A Match the word on the left to the correct meaning on the right.

- |                      |       |                             |
|----------------------|-------|-----------------------------|
| 1 agree with someone | _____ | a) tie to                   |
| 2 check (v)          | _____ | b) all right                |
| 3 link (v)           | _____ | c) problem                  |
| 4 issue              | _____ | d) formal written agreement |
| 5 acceptable         | _____ | e) accept what someone says |
| 6 contract           | _____ | f) repetition of something  |
| 7 confirmation       | _____ | g) confirm                  |

B Complete the exchanges below with words from the box.

- Is that (a) \_\_\_\_\_?
- Yes, fine. We (b) \_\_\_\_\_.
- What do you (c) \_\_\_\_\_?
- We (d) \_\_\_\_\_ that.
- We're (e) \_\_\_\_\_ with that.
- Let's (f) \_\_\_\_\_ what we have agreed on.
- Naturally all this will be in the (g) \_\_\_\_\_.
- Can you (h) \_\_\_\_\_ this in writing?
- We're glad we have been able to (i) \_\_\_\_\_ agreement.

confirm (2)
happy
think
accept
contract
agree
okay
reach

Key

1 so long as, 2 If, 3 unless, 4 we'll, 5 will have to, 6 but only, 7 on the condition that

A 1 e), 2 g), 3 a), 4 c), 5 b), 6 d), 7 f)

B (a) okay, (b) agree, (c) think, (d) accept, (e) happy, (f) confirm, (g) contract, (h) confirm, (i) reach



# Not getting what you don't want

## AIMS

- Types of negotiator
- Dealing with conflict
- Rejecting
- Ending the negotiation

## 1 Types of negotiator



The delicate art of negotiation

Try to remember the three different types of negotiation described in Unit 13. We may also speak about three types of negotiator: the fighter, the creative negotiator and the one who looks for independent advantage (see the Skills Checklist for this unit).

To find out which one you are, answer the following questions and check your answers with the key at the end.

## What type of negotiator are you?

- 1 Your aim in a negotiation is ...
  - a) to find the greatest area of agreement in the joint interests of both parties.
  - b) to win and to make the other side lose.
  - c) to find the best deal for your side.
- 2 When the other side is talking you ...
  - a) use the information you are hearing to identify weaknesses in the other party.
  - b) plan what you are going to say next.
  - c) listen with maximum attention.
- 3 You think that ...
  - a) part of the available time must be spent socializing and getting to know the other side.
  - b) goodwill is important but the speed of the meeting should be quick and businesslike.
  - c) the meeting should get down to business as soon as possible and reach quick decisions.
- 4 When you speak in a negotiation you ...
  - a) make bold and forceful statements, possibly banging on the table.
  - b) make carefully considered statements in a calm, controlled voice.
  - c) are occasionally forceful and inflexible.
- 5 If the other side disagrees with you, you ...
  - a) try hard to find a creative position by modifying your position.
  - b) repeat your demands and will not concede – your objective is to make the other side give in.
  - c) reshape your offer without fundamental changes.
- 6 If the other side states an opinion you disagree with, you ...
  - a) tentatively suggest an alternative.
  - b) ask for clarification and explanation.
  - c) ridicule it with sarcasm.

To see which kind of negotiator you are, calculate your total based on the following system.

1 a) 3 b) 2 c) 2    2 a) 1 b) 2 c) 3    3 a) 3 b) 2 c) 1  
 4 a) 1 b) 3 c) 2    5 a) 3 b) 1 c) 2    6 a) 3 b) 2 c) 1

If you score 15 or more you are a creative negotiator. 11–14 you negotiate to independent advantage. 7–10 you are a fighter! Less than 7 you should get a gun license!



## 2 Dealing with conflict



What causes conflict in a negotiation?

- 1 Read the text below. How many ways are suggested to reduce conflict in a negotiation?
- 2 Match each of the following to a phrase in the text with a similar meaning:
  - a) highlight the disadvantages of failing to reach a deal
  - b) think of new benefits for both sides
  - c) alter parts of what is being offered
  - d) take a break to consider positions
  - e) have the negotiation in a different place
  - f) change the individuals involved
  - g) ask an independent person to come and help you reach agreement
  - h) have an informal meeting to talk things over.

Conflict may sometimes be an unavoidable step on the road towards agreement. However, in some cases conflict leads to the breakdown of negotiations as one or both sides realize that agreement is not possible. In many cases this is better than agreeing to something which would be against the interests of the people concerned.

5 When conflict arises, there are several possible actions which may help to resolve conflict in a negotiation:

- leave the problem, go on to a different topic and return later to the point at issue
- summarize progress and areas of agreement
- emphasize the benefits available to both sides
- 10 • emphasize the loss to both sides of not reaching agreement
- restate the issue and wait for a response
- change the package
- invent new options for mutual gain
- offer *conditional* concessions
- 15 • adjourn to think and reflect
- set up an off-the-record meeting
- change location
- change negotiator (personal chemistry?)
- bring in a third party (mediator?)
- 20 • consider walking away.

Adapted from *The Pocket Negotiator* published by Gottschalk Hartley-Brewer (1989).



**3 Listen to a recording of five different statements. All of these are ways of dealing with conflict. Match each statement with one of the following strategies.**

- a) Adjourn to think and reflect.
- b) Summarize progress and areas of agreement.
- c) Leave the problem, discuss something else, come back later to the problem.
- d) Emphasize the loss to both sides of not reaching agreement.
- e) Offer a conditional concession.

**4 In pairs, use the given cues to suggest a response to the statements.**

*Situation 1*

The problem is that we have never offered the kind of warranty you are looking for.

*Suggest leaving the point and returning to it later after discussing other issues, i.e. training for technical staff.*

*Situation 2*

There's a number of issues on the table. We seem to be a long way from an agreement.

*Suggest changing the package being offered (variables include price, shipment costs, payment terms).*

*Situation 3*

The price you are asking is rather high, quite a lot higher than we were expecting.

*Send a signal that you could offer better payment terms.*

*Situation 4*

There are several problems. We think there is quite a lot of negotiation ahead before we can agree on a common strategy.

*Suggest advantages of reaching agreement: more global influence, better prospects for the future.*



**Now listen to a recording of model answers.**

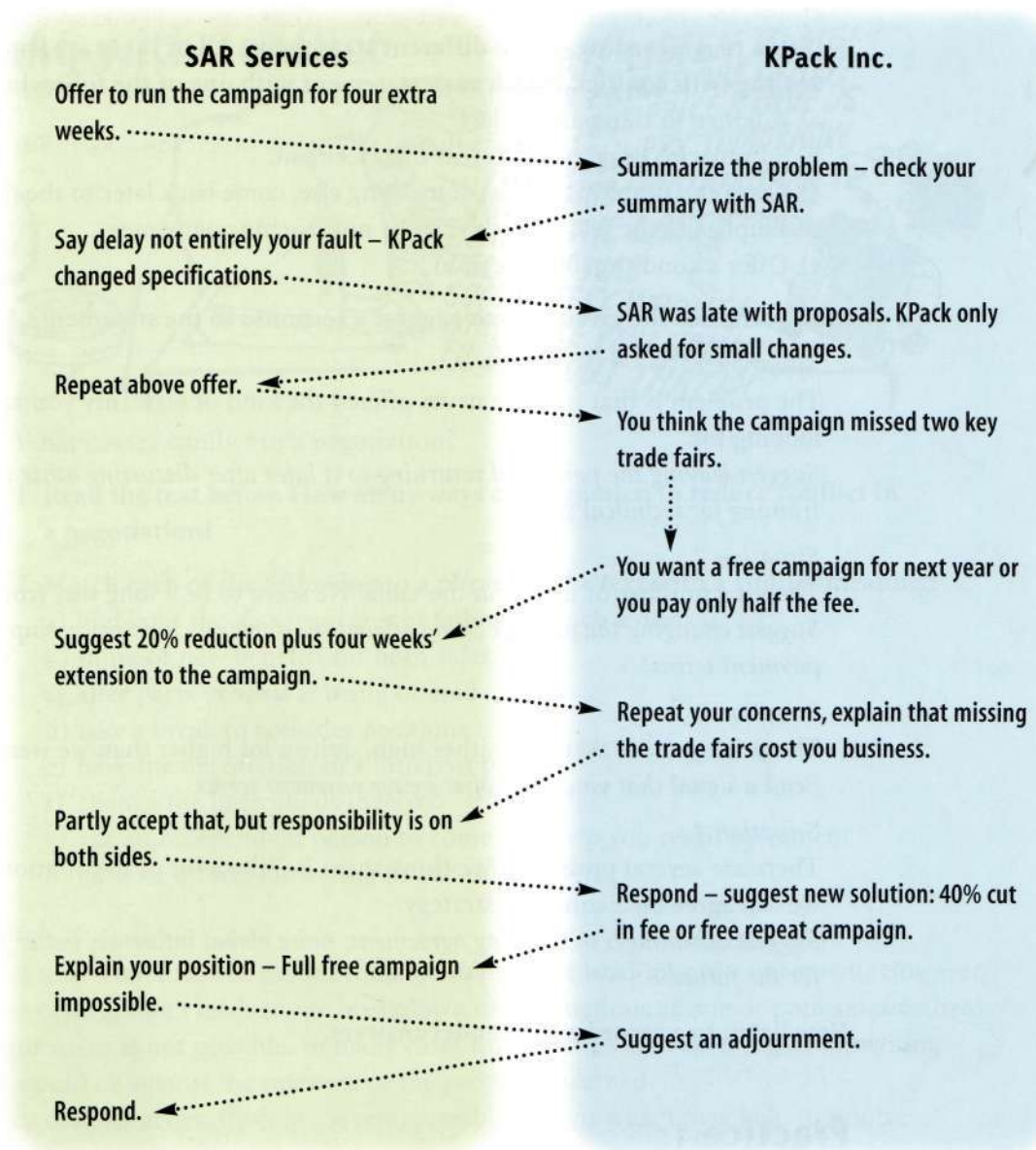
## Practice 1

A year ago an advertising consultancy, SAR Services, agreed to design and run a twelve-week magazine advertising campaign for KPack Inc. using specialist journals.

KPack is not happy with the campaign. The first advertisements were a month late, missing two important trade fairs. The advertisements did not appear in two key industry journals. Now KPack is refusing to pay the whole fee for the campaign.

Construct part of the dialogue using the flow chart below.





Now listen to a recording of a model dialogue.

### 3 Rejecting



1 Group Image, a commercial photographic company, is planning to buy new processing equipment. For two days they have been negotiating with Photolab Inc., a supplier of photographic processing equipment. Photolab has made an offer.



Listen to a recording of a final summing up from Peter Cawood of Photolab Inc. and three alternative responses from Group Image.

- Comment on each response.
- Decide which is the most appropriate.
- Give reasons for your decision.

2 Complete the following phrases with suitable words. If in doubt, listen again to the last two responses in Exercise 1 above.

- a) Thank you for your proposals, but \_\_\_\_\_ very \_\_\_\_\_.
- b) We do not \_\_\_\_\_ at this stage to \_\_\_\_\_ your offer.
- c) Obviously, we have \_\_\_\_\_ it very carefully.
- d) We are not entirely \_\_\_\_\_ that the technical advantages \_\_\_\_\_ the high cost.
- e) We hope you'll \_\_\_\_\_ us again with future offers.
- f) I think we are \_\_\_\_\_ to give you a formal \_\_\_\_\_ today, but we will \_\_\_\_\_ to you and tell you of our \_\_\_\_\_ in a day or two. Then we'll \_\_\_\_\_ what the next step should be. So, thank you very much.

3 Match a phrase on the left with a phrase on the right which could be used in a similar situation.

- |  |                                      |
|--|--------------------------------------|
| a) Not just now.                       | I'm afraid not.                      |
| b) Not really.                         | Not at the moment.                   |
| c) I don't think so.                   | I'm afraid we just couldn't do that. |
| d) I'm sorry but that's not realistic. | I doubt it.                          |

## Practice 2

Below are four offers or requests. Reject each one, using the information in the cues.

### Situation 1

Let me make a suggestion. If you agree to buy 100 units every month for the next twelve months, we'll agree to a 10% discount.

*You don't know how many units you will need in six and twelve months. It might be more or less.*

### Situation 2

The price we are offering excludes installation costs but does include a twelve month warranty.

*Other suppliers offer free installation and a two year parts and labor warranty.*



*Situation 3*

I think the absolute minimum investment in advertising must be \$40,000, otherwise we cannot reach enough of our market. It's not much to ask for.

*You cannot spend more than your budget.*

*Situation 4*

Now, some excellent news: we'd like to increase our order. Right now you are sending us 350 boxes a month. We need at least 500, demand is very high ...

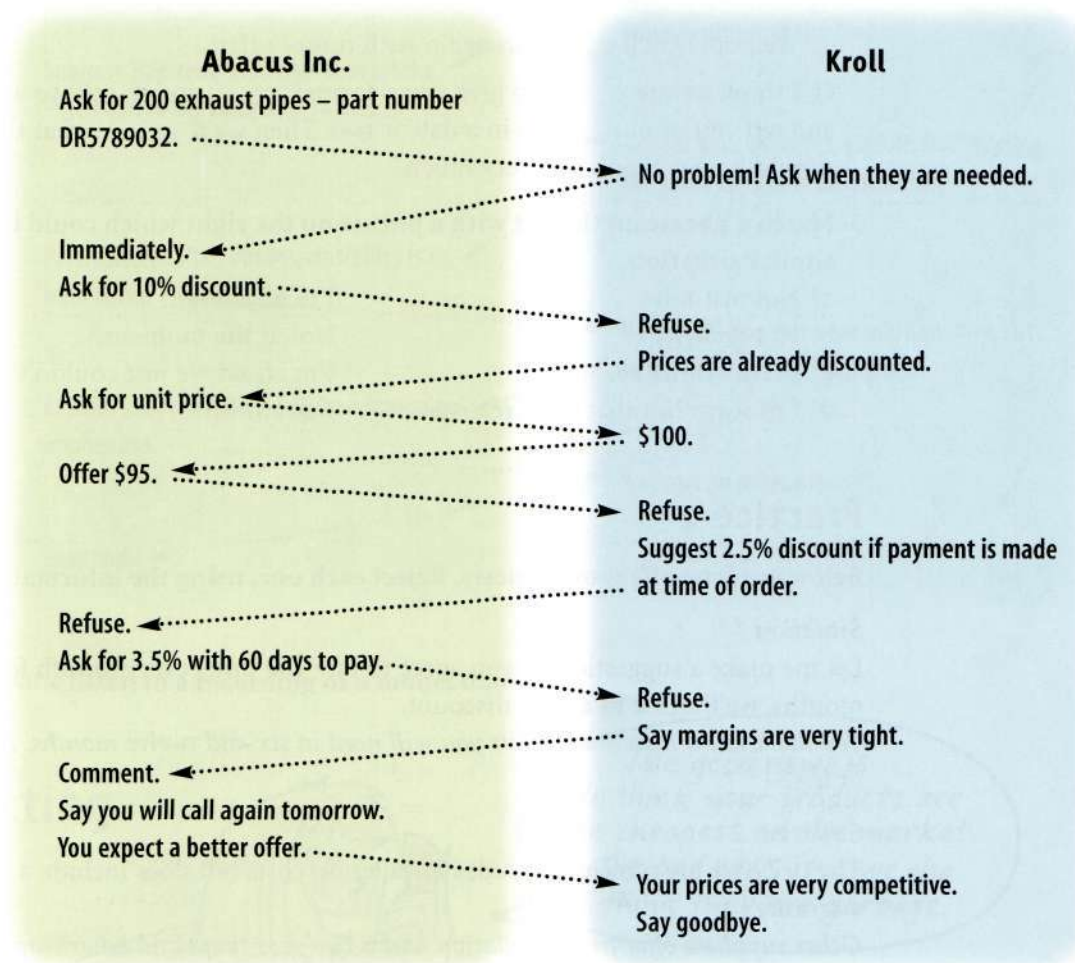
*Your order books are full, the plant is working at capacity.*



Now listen to a recording of model answers.

## Practice 3

Abacus Inc. is an automobile parts distributor. They want to buy exhaust pipes from a manufacturer, Kroll.



Now listen to a recording of a model dialogue.

## 4 Ending the negotiation



1 The words below offer a clear indication of the result of a negotiation. Work with a partner and decide which of these words would indicate a positive outcome and which a negative outcome.

unfortunately      another time      no agreement  
 not ready      fruitful partnership      problems  
 very good      satisfactory      sorry      useful

Now listen to the recording to check your answers.



2 Listen again to the five extracts from the end of negotiations. Complete the grid below.

Extract	Agreement reached?	Next step?
1		
2		
3		
4		
5		

### Practice 4

Suggest what you could say in the following situations.

#### *Situation 1*

After a long negotiation, you have reached agreement and now plan a meal in a local restaurant with the other party in the negotiation.

#### *Situation 2*

Your efforts to reach agreement have been unsuccessful. It is late. End the negotiation but offer some hope that in the future you might manage some cooperation with the other side.

#### *Situation 3*

A colleague has asked you to cooperate on a project, but after long discussion you feel you cannot participate because of fundamental disagreement. It is important that you continue to work together in other areas.