

Situation 4

You want to repeat an order with a supplier but they are trying to increase prices by 20%. You cannot agree to this. End your discussions.

Situation 5

A customer is asking you to supply goods in a month. This is physically impossible. End the discussion.



Now listen to a recording of model answers.

Role play

Work in pairs, A and B. A should turn to File card 18A, B should turn to 18B. Each File card contains three different negotiating situations. Negotiate each of them. Let each negotiation follow its course and see if they are successful or not. Use some of the language you have heard for ending negotiations.

TRANSFER

Think of examples of conflict in negotiations that you have been involved in.

- What kind of negotiation was it?
- Who was involved?
- What caused the conflict?
- How was the conflict resolved?
- Were you happy with this solution?
- Do you think the conflict should have been resolved in another way?

TRANSFER

Think of another negotiation you have been involved in. Was the negotiation a success or a failure? Why?

How would you assess the negotiation in terms of:

- your objectives, targets and limits
- your planning
- the strategy
- team roles and individuals
- the issues
- strengths and weaknesses.

Language Checklist

Negotiations (3)

Dealing with conflict

I think we should look at the points we agree on

...

We should focus on the positive aspects ...

We should look at the benefits for both sides ...

It is in our joint interests to resolve the issue ...

What do you think is a fair way to resolve this problem?

We hope you can see our point of view ...

Let us explain our position ...

Could you tell us why you feel like that?

I think we should look at the whole package, not so much at individual areas of difficulty.

Perhaps we could adjourn for a little while.

I think we need to consider some fresh ideas ...

Rejecting

I'm afraid we can't ...

Before agreeing to that we would need ...

Unfortunately ...

I don't think it would be sensible for us to ...

I think if you consider our position, you'll see that ...

Ending negotiations

So, can we summarize the progress we've made?

Can we go through the points we've agreed on?

Perhaps if I can check the main points ...

So the next step is ...

What we need to do now is ...

It's been a very useful and productive meeting.

We look forward to a successful partnership.

Breaking off negotiations

I think we've gone as far as we can.

I'm sorry, but I don't think we're going to agree to a deal.

It's a pity we couldn't reach agreement this time.

Unfortunately we appear unable to settle our differences.

It would be better if we looked for some independent arbitrator.

Skills Checklist

Negotiations (3)

Dealing with conflict

- Show understanding of the other side's position.
- Highlight advantages of agreement.

Don't ...

- be sarcastic
- attack
- criticize
- threaten
- blame.

Do ...

- ask questions
- listen
- summarize
- build on common ground
- explain your feelings.

Types of negotiator

Hard

negotiates to win
makes demands

Fighter

↓
win – lose

Principled

looks for common benefits
makes offers

Independent advantage

↓
win – win

Soft

looks for agreement
accepts what's being offered

Creative negotiator

↓
looks for agreement

Rejecting

- Ask for an adjournment.
- Discuss options.
- Remember your limits.
- Decide if your interests are being met: if not, reject the proposal being offered, or suggest alternatives.

After the negotiation

- Compare the result with your objectives, targets and limits.
- Examine the process of the negotiation:
the planning – the strategy – team roles – the issues.
- Learn from failure:
 - what went wrong and why?
 - identify weaknesses and errors
 - discuss and plan ahead.
- Build on success:
 - recognize success
 - praise people
 - develop teamwork and partnership.

Quick Communication Check

1 Dealing with conflict

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

- | | | |
|------------------------------------|-------|---|
| 1 compromise | | a) pay special attention to something |
| 2 consider | | b) think carefully about something |
| 3 focus on | | c) agree on less than you really want / a middle position |
| 4 resolve / solve (a problem) | | d) explain |
| 5 have a break in a meeting | | e) find a solution to a difficulty |
| 6 delay a meeting to a future date | | f) adjourn |
| 7 say what you mean | | g) postpone |

2 Rejecting proposals

Which of the following words indicate rejection is coming? Mark them with an R (rejection). Mark the others with an A (agreement).

- | | | | |
|--------------------------|-------|---------------------------|-------|
| 1 Unfortunately ... | | 7 It's a pity, but ... | |
| 2 Sadly ... | | 8 We don't think ... | |
| 3 We regret that ... | | 9 We cannot possibly ... | |
| 4 I'm pleased to say ... | | 10 I'm sorry, but ... | |
| 5 Fortunately ... | | 11 It's possible that ... | |
| 6 I'm afraid ... | | 12 Happily ... | |

3 Ending the negotiation – without agreement

Choose words from the box to complete the following sentences.

- on this occasion we cannot agreement.
- I'm sorry we cannot accept this
- We that an agreement is not possible today.
- Perhaps if we a decision we can agree in the near future.
- It's been an interesting meeting we have not been able to
- We have tried to find a but it seems without

proposal
reach
unfortunately
possibly
agree
postpone
success
but
regret
compromise

Key
1 1 c), 2 b), 3 a), 4 e), 5 f), 6 g), 7 d)
2 1 R, 2 R, 3 R, 4 A, 5 A, 6 R, 7 R, 8 R, 9 R, 10 R, 11 A, 12 A
3 1 Unfortunately, reach, 2 possibly, proposal, 3 regret, 4 postpone, 5 but, agree, 6 compromise, success

File cards 1A to 19A

FILE CARD
4A

You are a visitor to your partner's hometown. He / She has invited you to a restaurant. *Either* use a menu from a local restaurant, written in your own language, or use the menu below. Talk about it, choose what you would like to eat, talk about the restaurant. Ask questions about the town and what there is to see and do here.

If you like, develop small talk about business, work or the state of the country's economy and / or business prospects.

When you have finished, reverse roles. Talk about your birthplace or hometown.

Finally, when the check arrives, offer to pay. Final comments on the meal. Decide what to do next.

<i>MENÙ</i>		<i>Meal</i>	
<i>Appelizers</i>			
Chilled Andaluz Gaspacho	\$6.00	Sirloin Steak	\$19.50
A superb treat from Southern Spain. A cold soup rich in tomatoes, cucumber, parsley and garlic.		Grilled sirloin cooked to your specifications and garnished with butter and parsley. Served with new potatoes.	
Roasted Piedmont Peppers	\$5.20	Filet Mignon	\$22.00
From Northern Italy. Two halves of red pepper filled with sun dried tomatoes and anchovies. Topped with basil and garlic.		Chargrilled filet steak cooked to your specifications and garnished with butter and parsley. Served with new potatoes.	
Fish Soup	\$6.50	Roast Lamb	\$19.50
A rich broth of fish stock with whole shrimp, squid and mussels.		Oven baked shoulder or leg of lamb with garlic and rosemary. Served with new potatoes.	
Deep Fried Squid	\$5.20	Spiced Lamb and Cashew Kebabs	\$18.00
Squid rings fried in a herb batter and served with a light salad.		Barbecued chunks of lamb with onions, peppers and cashew nuts. Served with rice.	
Mushrooms with Garlic	\$6.00	Chicken with Sherry Vinegar and Tarragon Sauce	\$18.00
An Italian speciality. A steaming hot dish of quality porcini in oil and garlic.		A classic French recipe, fried and served in a deep earthenware dish, with new potatoes.	
Salmon and Dill	\$6.00	Chicken Stir Fry	\$20.00
A Norwegian treat. Smoked salmon served with dill and a chunk of lemon.		Chicken breast lightly fried in a rich assortment of chopped vegetables.	
Caesar Salad	\$6.50	<i>Vegetarian</i>	
Crisp Romaine lettuce with croutons and our own dressing.		Rigatoni with Asparagus au Gratin	\$18.00
Tomato Salad with Garlic and Herbs	\$4.00	Fresh pasta with asparagus and a cheese topping.	
Succulent tomatoes dressed in extra virgin olive oil with chives and basil.		Roasted Vegetables with Cous Cous	\$18.00
Mixed Basque Salad	\$7.00	A colourful assortment of fresh vegetables served with feta cheese on a bed of cous cous.	
From the Basque region of Spain. Asparagus, lettuce, tomatoes, onion and queen olives topped with chunks of tuna fish and egg.		Spaghetti with Oil, Chilli Peppers and Parmesan	\$15.00
		A classic pasta dish from Italy, with a garlic enhanced olive oil sauce, spiced with dried chillis. Served with fresh Parmesan cheese.	
<i>Egrees</i>		Baked Lasagne	\$18.00
<i>Fish</i>		The classic vegetarian lasagne with layers of fresh pasta in a white sauce with mixed vegetables, mozzarella and Parmesan cheese.	
Grilled Salmon Steak	\$22.00	<i>Dessert</i>	
With Dijon mustard Sauce. Served on a bed of rice.		All desserts \$6.00	
Rainbow Trout with Herbs	\$19.50	Strawberry shortcake with ice cream	
Fresh trout baked in the oven with rosemary and thyme. Served with new potatoes or rice.		Apple and apricot pie	
Grilled Gulf Shrimp	\$22.00	Summer fruits cheesecake	
Served with a white zinfandel sauce over wild rice.		Chocolate mousse cake with cream	
Thai Fish Cakes with Curry Sauce	\$19.50	Caramel flan	
A hot and spicy treat from Thailand. White fish cooked with lime, ginger and lemon grass and served with a spicy sauce.		Fruit of the day	
Grilled Seafood	\$22.00	Fresh fruit salad	
A mixture of grilled clams, mussels, shrimp and squid, served with garlic bread and salad.		Ice cream	

FILE CARD

1A

You work for D.F.M., a London-based pharmaceuticals company. You are expecting an overseas visitor with an appointment to see your colleague, Rowena Stanton. Ms Stanton has just used her carphone to tell you that there has been an accident on the motorway – she will be delayed for perhaps an hour.

Explain the problem. Say that another colleague, Karen Pochard, can show the visitor around your laboratories – if he / she would like.

Make small talk – Karen Pochard has not yet arrived either (but you do not have to tell your visitor this). She should be along in a few minutes.

Offer to help your visitor in various ways.

FILE CARD

2A

You work for Caldos, a multinational business. You have arranged to visit a potential partner in a German company. You have received an outline programme for the day, finishing at 5 p.m.

When you arrive, introduce yourself and say you have an appointment.

Also:

- You would like to make a telephone call.
- Unfortunately – you only discovered this yesterday – you need to leave at 4 p.m. as you have a plane to catch (to Paris) at 5.30. You would like to have a taxi to take you to the airport.
- You have heard there are train strikes. Ask if this will affect reaching the airport.

FILE CARD

6A

Someone calls you about a visit to your company. You would like to meet the caller but cannot make any arrangements today – offer to call back tomorrow. Find out who the caller is and how you can reach him / her.

FILE CARD

14A

Team A: Coen Brothers. You are representatives of Coen Brothers, manufacturers of prefabricated industrial buildings. You are planning to launch a major sales drive in Italy, a new market for your company.

The market. The Italian market for prefabricated industrial buildings is very competitive, and since you are based in London and the Netherlands you have transport costs to add to your manufacturing costs. However, you know that on average your prices are 10% lower than Italian competitors, though at the top of your product range, your prices are a little higher than the average, but the quality is also better.

The product. Your buildings are highly functional, and can be adapted to a range of industrial needs. They are built according to strict Scandinavian design quality and use the best available materials.

You supply all materials.

You also take care of the actual construction, including connections for electricity, water systems, insulation and heating.

You can also supply the buildings at finished quality, in other words, fully decorated according to the customer's wishes.

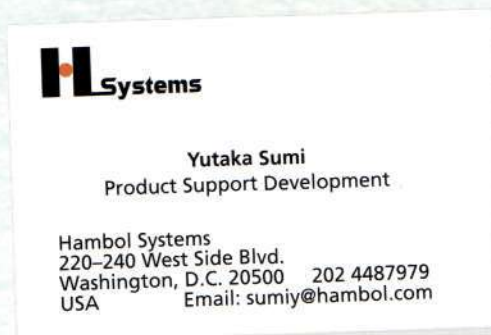
Different qualities are available: basic, standard and ultra, which includes a full range of services at residential quality.

FILE CARD
5A

Select one of the business cards from those presented below. You are the person on the business card. You have been invited to a conference in San Diego, California. You need to speak to Andrea Koss, who is arranging the conference. You want to talk about the program.

FILE CARD
7A

Select one of the two identities below and call Hamwell Inc. You want to speak to the Production Controller, Robin Freeley. Introduce yourself and your company. You want to arrange an appointment to talk about your products.

FILE CARD
13A

Your position in the discussion is basically to support investment in public transport. Do this by referring to:

- environmental benefits
- improvements in quality of life
- public transport is cheaper
- cars are heavy consumers of raw materials
- people want improved transport.

In the discussion:

- accept some interruptions but make sure you get all your arguments across
- defend your arguments
- be polite but firm
- repeat if necessary.

You start.

FILE CARD

8A


You are the Personal Assistant to your boss, Ken Siam. A caller rings to speak to him. Take down any details you need and promise to call back next week. Your boss is on holiday but you do not want to say this.

FILE CARD

11A

You are an Order Processor for Office Universe Limited, a London-based stationery and office equipment company. A customer rings with a problem over an invoice.

Here is a copy of the invoice:

	Office Universe 386 Wheaton Avenue Boston, MA 02138 Tel: 617 328-4444 Fax: 617 326-3878 www.office.com																																										
	<h2>INVOICE</h2>																																										
Angus Ltd Galloway Industrial Estate North Side Unit 15 Aberdeen AB24 5TR	Your ref: OOU22.10 Our ref: RG3472/5																																										
<table border="1"> <thead> <tr> <th>Part ref</th> <th>Qty</th> <th>Item</th> <th>Price</th> </tr> </thead> <tbody> <tr> <td>2356-1</td> <td>100</td> <td>Letter Size Zoom Copy Paper @ \$3.50</td> <td>\$350.00</td> </tr> <tr> <td>4563-1</td> <td>2</td> <td>packs Marker pens @ \$4.25</td> <td>\$8.50</td> </tr> <tr> <td>2156-2</td> <td>1</td> <td>Staples 5000 pack</td> <td>\$7.00</td> </tr> <tr> <td>2134-8</td> <td>20</td> <td>Rulers @ \$0.50</td> <td>\$10.00</td> </tr> <tr> <td>3672-2</td> <td>100</td> <td>Colored ring binders @ \$2.10</td> <td>\$210.00</td> </tr> <tr> <td>3482-1</td> <td>100</td> <td>Pack of dividers @ \$0.75</td> <td>\$75.00</td> </tr> </tbody> </table>	Part ref	Qty	Item	Price	2356-1	100	Letter Size Zoom Copy Paper @ \$3.50	\$350.00	4563-1	2	packs Marker pens @ \$4.25	\$8.50	2156-2	1	Staples 5000 pack	\$7.00	2134-8	20	Rulers @ \$0.50	\$10.00	3672-2	100	Colored ring binders @ \$2.10	\$210.00	3482-1	100	Pack of dividers @ \$0.75	\$75.00	<table border="0"> <tr> <td style="text-align: right;">Sub-total</td> <td>\$660.50</td> </tr> <tr> <td style="text-align: right;">Less discount 5%</td> <td>\$33.00</td> </tr> <tr> <td style="text-align: right;">Sub-total</td> <td>\$627.50</td> </tr> <tr> <td style="text-align: right;">State tax @ 6%</td> <td>\$37.65</td> </tr> <tr> <td style="text-align: right;">Sub-total</td> <td>\$665.15</td> </tr> <tr> <td style="text-align: right;">Shipping and handling 10%</td> <td>\$66.52</td> </tr> <tr> <td style="text-align: right;">TOTAL</td> <td>\$731.67</td> </tr> </table>	Sub-total	\$660.50	Less discount 5%	\$33.00	Sub-total	\$627.50	State tax @ 6%	\$37.65	Sub-total	\$665.15	Shipping and handling 10%	\$66.52	TOTAL	\$731.67
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<p>Terms: 30 days from invoice date. Thank you for your patronage. Telephone or fax your orders to Julie 24 hours a day, 365 days a year.</p>																																											

Notes:

- You have checked with the original telephoned order and can find no mistake: the customer did order all the goods you have sent. You do sell cheaper copy paper and cheaper ring binders, but with different part reference numbers.
- You accept the customer should have received a 10% discount and free carriage and packing – offer to send a new invoice.
- Your company recently altered its terms to 30 days for all customers and all were notified in a separate letter.
- You cannot take back the order but if the customer is unhappy he / she can return the goods and no fee will be charged.
- Offer to send different quality (standard, not laser quality) copy paper and different ring binders (plain colored).

FILE CARD

10A

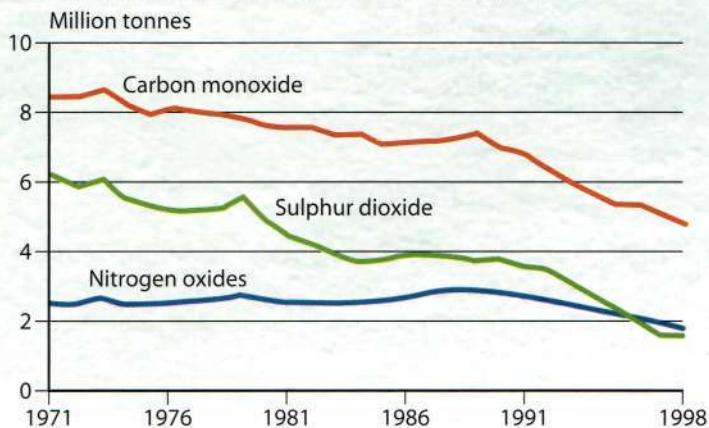
You are the same Quality Control Manager for Comcosol. You are in your office when the telephone rings.

FILE CARD

12A

Describe this graph to a colleague. Say what the subject of the picture is, then explain the details of the graph and highlight one or two key facts.

Fig. 1. Air Pollutants: emissions of selected gases

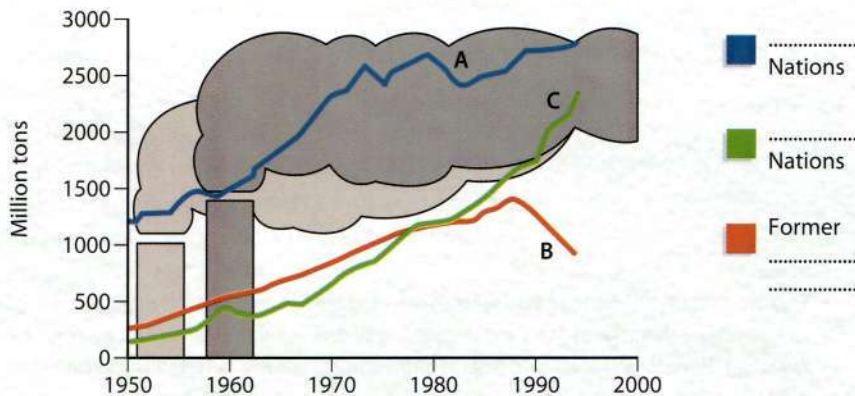


Source: *Social Trends 2001*. Crown Copyright 2001.

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Later your partner will describe the graph below for you. You complete the missing details, asking questions if necessary.

Fig. 2. from fossil-fuel burning by economic region, 1950-95



FILE CARD

3A

Your partner is a visitor to the town where you live and / or work. You would like to invite him / her to a social event or provide some entertainment. Think about the possibilities, then find out his / her preferences and make an arrangement with him / her.

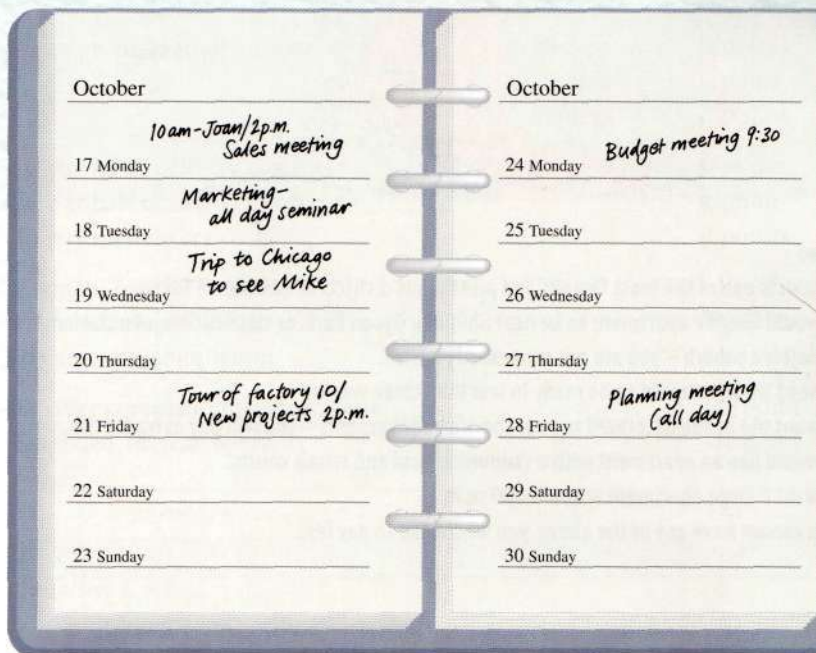
Suggestion: Look in a local *What's On* guide or newspaper to see if there are any special attractions on now.

FILE CARD

9A

You are a Quality Control Manager for Comcosol, a software engineering company that supplies manufacturers with control systems. Ring one of your clients, Salco Services – and ask to speak to the Production Manager. You want an appointment to discuss some design modifications.

Here is a page from your diary. If possible you want to visit Salco the week of October 17th.



FILE CARD

15A

You are a sales representative for an advertising consultancy. You are responsible for selling perimeter advertising for sports arenas in Italy. You sell 25 metre electronic advertising at Italian Serie A (first division) football matches.

- Price: on live television:
 - corner position: \$120 per flash (one minute)
 - halfway line or behind the goal \$240 per flash (one minute)
- You can offer discounts of up to 20%, but only for deals of three matches or more.
- You can offer two free flashes at non-televised games instead of a discount.

Notes:

You have no space on the halfway line (middle of the playing area) in January and February.

A deal must be for a minimum of 10 flashes per match.