



Personal Factsheet: Negotiating

- Negotiating is about working with another party to reach an agreement that both of you can feel good about.
- Negotiation is a process of give and take which most people practise in their everyday life with family, friends and colleagues.
- It is about aiming for a 'win-win' outcome. A 'win-lose' outcome results in the loser feeling resentful and reluctant to implement what has been agreed. It is always between two parties who have some interest in common, as well as differences.

Key points

1. To be a good negotiator you need to give and take.
2. Never negotiate on behalf of a group of people without first establishing what your boundaries are.
3. When preparing, identify the likely areas of agreement and disagreement.
4. Make sure you enter a negotiation with enough information to back up your arguments.
5. Always be prepared to ask questions and summarise what has been said.
6. As a general rule, give one strong argument to back up your case rather than several.
7. Bear in mind that facial expressions and body language can be misleading.
8. If a negotiation appears to breakdown, only appoint a mediator or arbitrator as a last resort.

Do's

1. Always aim for a 'win-win' outcome.
2. First establish what your objectives are, and their order of priority.
3. Be clear about what your worst acceptable outcome for the negotiation is.
4. Collect sufficient information to back up your arguments during the negotiation.
5. Whenever possible, arrange a pre-negotiation meeting to establish as friendly a climate as possible.
6. Ask questions as a way of making progress in the negotiation.
7. Look out for ploys and manipulative tactics used by the other party.



8. Respond to ploys by remaining calm and sticking to your original proposal.
9. Make small concessions before giving way on anything major.
10. Call in a third party to mediate or arbitrate unless you are convinced that there is really no alternative.

Don'ts

1. Negotiate on behalf of a group of people without first establishing the boundaries within which you can operate.
2. Overlook the need to clarify roles and responsibilities within a negotiating team.
3. Make your initial proposals in a way that implies your position is fixed.
4. Think that you have to respond immediately to any initial proposals made by the other party.
5. Allow ambiguities to be incorporated into any final agreement.
6. Use words and phrases such as 'generous offer' that will only serve to irritate and antagonise the other party.
7. Make lots of arguments to support your case.
8. Assume that the body language of the other party is always a true reflection of how they are actually feeling.
9. Agree to an adjournment unless it is strictly necessary.
10. Go below your own established 'bottom line', in order to bring a negotiation to a close.