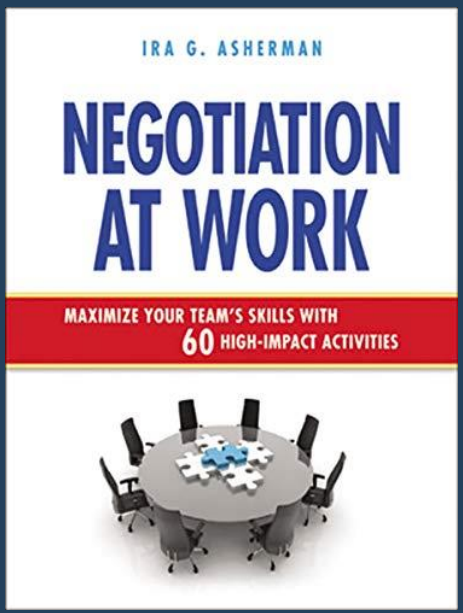

Negotiation at Work

Negociação na prática
Year of publication: 2012
Author: Ira Ashermanforce
368 pages
Link for purchase: https://amzn.to/2MjLz8e

The book "Negotiation at Work" (2012), by author Ira Asherman brings 60 exercises, from the fastest and easiest to the most complex and time consuming, but all seek to optimize the performance of sales teams through a step-by-step of the activities to be performed.
The book seeks to define the behaviors of a successful negotiator, as well as to demonstrate the importance of assertiveness, correct questions and the use of different negotiating styles.

Score

8

9 Aplicability
7 Inspiration
7 Innovation
8 Impact on results
9 Structure

Main ideias of the book

- Stimulate creativity;
- Define skills;
- Demonstrate different trading styles;
- Define the concept of assertiveness;
- Demonstrate the right way to ask;
- Define the importance of classifying income;
- Evaluate the departments of the company;
- Exemplify the negotiation.

For whom is this book suitable?

As the author addresses many exercises to be applied in groups, this book is suitable for anyone who wants to optimize the performance of their negotiation team through practice and internal analysis.

Overview of the book

Stimulate creativity

You would not want to have a protocol team that, at the time of the negotiation, only has obvious and protocolary answers, does not it? The goal is to delight the customer with creative, possible, practical and applicable solutions.
Thinking about it, the book brings a practical exercise so that you can stimulate the creativity in your team. It consists to illustrate what a creative process is. For this, you should:

- Propose a problem situation (preferably with something that your company sells) that seeks a creative solution;
- Resume brainstorming concepts so that everyone is within what this practice means;
- Determine 15 minutes for the group to discuss possible solutions;
- List possible, practical and applicable solutions (so the importance of doing something that your company sells).

To have a more effective team in negotiation, there is nothing better than identifying the skills and behaviors of a good negotiator.

The author suggests a problem situation in this case:
Suppose that one of their biggest customers will order 5,000 light glasses with their company logo for the launch of new restaurants. You are able to manufacture such products. However, due to a mistake in a previous order, you have in stock 6,000 blue cups with basketball, baseball, and soccer balls. Your boss suggested that you try to find a solution to make that customer buy the blue cups. Also know that the quality of the blue cups is greater than those of the transparent cups ordered.
So, what will be the solution of your team?

Defining Skills

To have a more effective team in negotiation, there is nothing better than identifying the skills and behaviors of a good negotiator.
Thus, the author suggests that the following exercise be performed:

- Divide your team into groups of 4 to 6 people;
- Ask the groups to draw up a list of possible behaviors of an effective negotiator;
- Ask each group to draw up a list of behaviors that should be avoided in a negotiation;
- Ask each group to select the three most important behaviors from each list and explain why they were chosen;
- Summarize the similarities and differences of each group.

That way, your team will have the skills aligned and on track to optimize results!

The Different Styles of Negotiation

Did you know that there are 5 different styles that people adopt in the negotiations? Knowing each one can help in the approach of your team and this directly impacts on the conversion or not of a negotiation.
For Ira Asherman the styles are:

- Indifferent: Little receptivity and little assertiveness;
- Accommodator: A lot of receptivity and little assertiveness;
- Conciliator: Medium receptivity and medium assertiveness;
- Competitive: Not very receptive and very assertive;
- Collaborative: Very receptive and very assertive.

In addition, he characterizes each style:

- **Indifferent**: "Lose-lose" style. In this style, the negotiator is passive and does not care about relationships;
- **Accommodator**: "Lose-win" style. This style is for negotiators who define relationship as essential. Negotiators in this field are usually willing to set aside their needs to satisfy the needs of another;
- **Conciliator**: "Conciliator" style. Here the negotiator has several opinions, but without much creativity and assertiveness;
- **Competitive**: "Win-lose" style. It is the way to negotiate used by people who are very competitive and do not care about others or relationships;
- **Collaborative**: "Win-win" style. Characteristic of people who are quite assertive, receptive, rigid and upright in negotiation.

Practising

He suggests that you perform an exercise with your group:

- At first, you must explain what each style is;
- Suggest that each group discuss each style and determine in which situations they should or should not be used.

Possible Answers

The book also contains possible definitions of your team about this exercise, such as:

- *Lose-Lose:* It is advisable that you use rarely, only when both parties are not giving much importance;
- *Lose-Win*: Style to use when you do not give importance to the negotiation and when it is not important for the other party to win (it can happen when the other party has already made many concessions). It is not advisable to use with an aggressive negotiator;
- *Conciliator*: When time is essential to you, and goals and efforts do not reward effort;
- *Win-lose:* Can be used in places that do not require long-term relationships with the other party. For example: Object stores;
- *Win-win*: It should be used in most negotiations, especially those in which the relationship is important and when you need to develop a solution.

When finalizing the definitions, ask your followers to make a report of each style for knowledge management.

These exercises seek to identify a negotiator's skills, the characteristics of good planning as well as the quality of the items to consolidate customer trust. Such factors are essential for good trading.

The importance of defining assertiveness

Ira Asherman seeks in this part of the book to differentiate assertive behaviors from undecided ones and demonstrates how assertiveness is related to successful negotiation.
To do this, he suggests that you:

- Divide your team into groups of 4 or 5 people;
- Ask all groups to define, in the most possible specific way, within 20 minutes, the following items:
    - Assertive behavior;
    - Aggressive behavior;
    - Accommodator behavior.
- Make comparisons with the differences and similarities of each group;
- Try to find a definition of the three main behaviors of each style;
- After that, focus on the definition of assertive behavior;
- The next step is to discuss how assertiveness influences the negotiation and how to optimize this within the company.

The right way to ask

There are several forms of question, and the more comprehensive your team, the better the results. For this, Asherman classifies the types of questions as open or closed and as to the stimulus or not of the discussion.
Types of questions they seek:

1. Threatening;
2. Opinion;
3. Collect information;
4. Clarify;
5. Sum up;
6. Identify feelings or opinions.

Order to stimulate discussion: The closer to 1, the less the stimulus for conversation. The closer to 6, the more they stimulate dialogue.
Order to set whether it is opened or closed: The closer to 1, the more closed. The closer to 6, the more open.
The author suggests that you:

- Divide your team into several small groups;
- Have them develop at least 2 questions for each type defined above;
- Discuss the impact of each question on a negotiation.

The importance of ranking the income

These exercises seek to identify a negotiator's skills, the characteristics of good planning as well as the quality of the items to consolidate customer trust. Such factors are essential for good trading.

Therefore, the author suggests that you carry out an exercise in which your employees will classify the following skills:

- Know the subject in negotiation;
- Develop an effective plan;
- Have high inspirations;
- Know when to commit;
- Do not put too much pressure on another person;
- Focus on what the other person is saying;
- Explore hidden needs and interests;
- Make your authority clear;
- Know the law;
- Be a person whom others trust;
- Start bargaining fast.

The classification should occur as follows:

- Individual and on a scale of 1 to 11, in which 1 represents the most important and 11 the least important;
- After the individual classification, the author suggests that the members divide themselves into groups and define an order of importance in the group's vision;
- Ask to the groups that inform the 3 items that had more importance;
- Identify the differences and similarities between the classifications made by the different groups.

Classifying Planning

Similarly, the author suggests that you perform another exercise in which your employees will rank the following characteristic skills of a person with good planning:

- Work alone;
- Writing down;
- Make the goals clear;
- Develop options of agreement;
- Identify what it will be accept;
- identify the objectives of the other party;
- Identify hidden needs and desires;
- Work with one or two people;
- Put yourself in the other person's shoes;
- Clarify your authority;
- Make a list of possible concessions.

The classification must occur in the same parameters as in the previous one:

- Individual and on a scale of 1 to 11, in which 1 represents the most important and 11 the least important;
- After the individual classification, the author suggests that the members divide themselves into groups and define an order of importance in the group's vision;
- Ask the groups to inform you of the 3 items that have been of most importance;
- Identify the differences and similarities between the classifications made by the different groups.

Classifying Trust

The last exercise seeks to classify, according to the degree of importance, the qualities of a person whose goal is to consolidate the trust of another person. They are:

- Be consistent;
- Recognize the work of others;
- Admit the mistakes;
- Admit when you do not know something;
- Be fair;
- Comply with your commitments;
- If it is impossible to fulfill your commitments, be transparent;
- Be honest;
- Be willing to share information;
- Do not betray the trust.

Classification should occur as follows:

- Individual and on a scale of 1 to 10, where 1 represents the most important and 10 the least important;
- After the individual classification, the author suggests that the members divide themselves into groups and define an order of importance in the group's vision;
- Ask the groups to report the 3 items that have been most important and that justify this fact;
- Identify the differences and similarities between the classifications made by the different groups.

It is extremely important to be able to differentiate what your customers says about what they really need. In this way, the author suggests an exercise to improve the technique to identify and differentiate these facts.

Knowing how to differentiate positioning from need

It is extremely important to be able to differentiate what your customers says about what they really need. In this way, the author suggests an exercise to improve the technique to identify and differentiate these facts.
This exercise works as follows:

- Illustrate the difference in positioning and need. The client's positioning is the visible, that's what he says. Need, on the other hand, is not so easy to visualize and therefore is implicit;
- Then ask people, individually, to write down everything they can remember from past negotiations:
    - Client placements (what customers said);
    - Hidden needs and interests;
    - How it should have been answered.
- Ask them to divide into pairs and talk to each other about what should have been done in a given situation;
- Lead a conversation so that all people know what could have been done differently.

Evaluating other departments

It is imperative that you and your team evaluate the company as a whole.
To do this, ask your employees to evaluate the following:

- Which department is evaluated?
- Which department will be the comparison model?
- Evaluate the performance of his department in relation to others, on a scale from 1 to 7, where "1" means poor, "4" is OK and "7" excellent.

The second evaluation is to measure the company's relationship with other areas, so you should ask your team to:

- Evaluate the relationship on a scale from 1 to 7, where "1" means suspicious and "7" confident;
- Evaluate the relationship on a scale from 1 to 7, where "1" means competitive and "7" collaborative.

The third evaluation is guided in measuring how external departments classify the effectiveness of your department. To this, you should ask your team:

- Rate on a scale of 1-7 where "1" means poor; "4" represents OK; and "7", excellent. To understand how external departments would rate the effectiveness of your department.

After that, you should hold a discussion meeting for each question. Priority should be given to lower rankings and also seek to devise action plans to optimize performance.

What other authors say about it?

The author Neil Rackham brings in his book "SPIN Selling: Achieving Excellence in Sales" a method of negotiation that is based on questions of Situation, Problem, Implication and Need of Solution. For the author, asking quality questions is the best way to convince someone. Essential reading for a sales force.

Robert B. Cialdini, in the book "Influence: Science and Practice", seeks to explain how to influence people and also not to be influenced by others. In addition, it brings the six psychological principles that influence in customer decision making. It is a good read if your goal is to improve the performance of your sales.

The book "The Sales Bible", from Jeffrey Gitomer, demonstrates good practices from a good salesperson, such as the habit of being positive when talking to a customer, and the importance of setting goals and cultivating a network of contacts. By the name of the book, we do not need to emphasize too much, because we know it's a must read for sellers.

Okay, but how can I apply this in my life?

Because the book idea is practical and fairly applicable, the most effective way to achieve the goal of improving your team's results is to define which aspect should be prioritized and to perform a practical exercise that focuses on improving that factor.

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