KEY PHRASES FOR NEGOTIATIONS

Effective Communication series

Formations en Communication en Langues
allemand anglais arabe chinois français italien japonais
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KEY PHRASES FOR NEGOTIATIONS

Welcome

This booklet is designed to help you when exposed to negotiating situations in English.

We advise you to keep it within easy reach and to read it regularly.

Please contact ECSPLICITE if you have any questions.

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Key Phrases for Negotiations, by Laurent Sorgato is a book from the series Effective Communication

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1. WHAT MAKES A SUCCESSFUL NEGOTIATION?

1.1. A definition
A negotiation is a meeting or a series of meetings in which the parties need each other’s agreement to reach a specific objective which is to their mutual advantage. Do you agree?

1.2. Planning
Read and gather pre-negotiation documentation
Clarify important questions prior to the negotiation
Know the other party: business and culture
Decide objectives, strategy and agenda
Specify roles and responsibilities within the team
Inform people about date, venue and time
Review your Key Phrases for Negotiations book
Prepare and rehearse your opening statement

1.3. Beginning the negotiation
Create a positive atmosphere quickly
Respect cultural expectations of behavior
Establish a framework: agenda, procedure, roles
Agree a timetable
State your position
Stress common interest

1.4. During the negotiation
Listen and clarify the objectives of the other party
Check to make sure they understand you
Focus initially on areas of agreement
Make constructive proposals
Be clear, firm and to the point
Handle conflict positively
Be creative and flexible when bargaining
Reach a position of mutual advantage

1.5. Ending the negotiation
Summarize and agree the deal
Clarify future responsibilities
End positively

1.6. After the negotiation
Recognize successes
Learn from failure and improve next time
Build up and extend the new relationship

1.7. The Negotiation Process:
Greetings and positive opening
Reviewing and agreeing the agenda
Establishing positions
Clarifying priorities
Making proposals
Bargaining
Handling conflict
Settling
Summarizing
Closing
2. THE NEGOTIATOR AND KEY TERMS

2.1. Types of negotiation
Negotiations take place 'in different situations' both at home and at work. Broadly speaking, one can identify three main types of negotiation: 1. The win-win format: two parties try to find a mutually beneficial agreement and establish the basis for a lasting relationship. 2. Both teams look more for independent advantage with less emphasis on a long-term relationship. 3. The win-lose format: when the two sides see their counterparts as opponents, for example in some trade union and management negotiations.

2.2. The perfect negotiator

<table>
<thead>
<tr>
<th>Persuasive</th>
<th>Knowledgeable about business sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Polite</td>
<td>Culturally aware</td>
</tr>
<tr>
<td>Rational</td>
<td>Constructive</td>
</tr>
<tr>
<td>Firm</td>
<td>Controlled</td>
</tr>
<tr>
<td>Flexible</td>
<td>Charismatic</td>
</tr>
<tr>
<td>Sensitive</td>
<td>Articulate</td>
</tr>
<tr>
<td>Confident</td>
<td>Prepared</td>
</tr>
<tr>
<td>Clear</td>
<td>Honest</td>
</tr>
<tr>
<td>Competent</td>
<td>Tenacious</td>
</tr>
</tbody>
</table>

Negotiating parameters:

2.3. The negotiation
After initial small talk to establish a good rapport, both groups normally present their opening position. However, strategies and tactics have been prepared and there is usually room for maneuver. Parties will prepare an ideal position but will be prepared to make concessions and move to a fallback position to meet the required conditions. Proposals and counter-proposals will be made as part of this process. It may also be necessary to identify and overcome obstacles to a settlement. After a great deal of bargaining or haggling, both parties should compromise without losing face. Finally, a deal will be reached and a contract will be signed.

<table>
<thead>
<tr>
<th>Attractive</th>
<th>To make</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reasonable</td>
<td>To propose</td>
</tr>
<tr>
<td>Fair</td>
<td>To consider</td>
</tr>
<tr>
<td>Tempting</td>
<td>An</td>
</tr>
<tr>
<td>Tentative</td>
<td>Offer</td>
</tr>
<tr>
<td>Balanced</td>
<td>To reject</td>
</tr>
<tr>
<td>Introductory</td>
<td>To agree to</td>
</tr>
<tr>
<td>To withdraw</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Delicate</th>
<th>To enter into</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tough</td>
<td>To conduct</td>
</tr>
<tr>
<td>Detailed</td>
<td>A</td>
</tr>
<tr>
<td>Preliminary</td>
<td>Negotiation</td>
</tr>
<tr>
<td>High-level</td>
<td>To resume</td>
</tr>
<tr>
<td>Marathon</td>
<td>To adjourn</td>
</tr>
<tr>
<td>Lengthy</td>
<td>To break off</td>
</tr>
</tbody>
</table>

Prepositions:
To negotiate with someone
To negotiate about something
To negotiate from a position of strength
To negotiate in good faith
3. OPENING – CREATING THE RIGHT CLIMATE (1)

At the beginning of a negotiation it is vital to establish:
1. a good relationship with the other party
2. a positive climate in which the discussions can take place

<table>
<thead>
<tr>
<th>The right climate – a checklist</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Welcome</td>
</tr>
<tr>
<td>2. Greet the visitor</td>
</tr>
<tr>
<td>3. Introduce yourselves and colleagues</td>
</tr>
<tr>
<td>4. Small talk – ask about their trip</td>
</tr>
<tr>
<td>5. Polite offers – a drink</td>
</tr>
<tr>
<td>6. Get down to business</td>
</tr>
</tbody>
</table>

3.1. Greetings

*First meeting*
- How do you do.
- Pleased to meet you.

*Follow-up meeting*
- How are you?
- Fine. It’s good to see you again.

*Welcoming*
- On behalf of..., I’m very glad to welcome you to... / It’s a pleasure to see you here.
- We are delighted to be here.

3.2. Names

- I'm...
- My name is...
- Please call me...
3. OPENING – CREATING THE RIGHT CLIMATE (2)

3.3. Introductions
• Let me introduce you to...
• This is...
  - he’s in charge of...
  - she looks after...
  - he’s our… Director/Manager
  - she’s just taken over as Head of...
• Have you met…?
• I think you’ve met...

3.4. Small talk
• How was your flight?
• How was the trip?
• Where are you staying?
• This isn’t your first visit to…, is it?
• How was your weekend?

Interactive small talk strategies

Show interest – make noises
Really / That’s interesting / Yes – Yeah / I see / Uh – huh

Echo interesting facts
Responsible for three thousand people!?
Born in Egypt?!

Answer questions and develop answers
That’s right. And…
Yes. Especially….

Comment
So, I suppose that you don’t have a lot of spare time?
So, you have to work abroad a lot?

Take turns – return questions
And you? Do you ski?
What about you? Are you a golfer?

Find common areas
I like/have… – Me too. / So do I.
I don’t like/have… – Neither do I! / Me neither!
I think… – Absolutely. I agree.

3.5. Polite offers
• Let me take your coats.
• Would you like a coffee?
• Shall I organize a taxi for the end of the meeting?

3.6. Getting started
• Right, perhaps we should begin.
• As we’re a little short of time, we should get started.
• We’ve got a very full agenda, so let’s get down to business.
4. AGREETING AN AGENDA (1)

4.1. The agenda
Whilst informal negotiations often don’t require a more formal agenda, it is usually important to negotiate a procedure and agenda at the start of a meeting. Certainly, an agenda should not be imposed or assumed. As regards chairing or controlling, this is usually the responsibility of the host company.

4.2. Procedure
• To begin, I think we should firstly agree a procedure for the negotiation.
• May I suggest that we begin by establishing a procedure for the session?
• I think we could begin by outlining our position. Then...
• After that we should hear your presentation.
• Then we’ll have a question and answer session. Finally...

4.3. Checking for agreement/approval
• How does that sound?
• Is that okay?
• Would you agree?

4.4. Global objectives:
• OK. We’re here today to...
• The main objective/purpose of today’s meeting is...
• I’d like to start by saying a few words about the meeting today and what we expect to achieve...

4.5. Introducing the agenda
• We’ve drawn up an agenda.
• Let’s just run through the agenda.
• As you can see, there are 2/3/4 items on the agenda.
• I’d like to take... first.
• We aim to deal with/cover... under item 3.
• We’ve put... last.

4.6. Negotiating the agenda
• We see three issues...
• Can we concentrate on...?
• We would like to look at...
• We would want to consider...
• May we leave that till later and...
4. AGREEING AN AGENDA (2)

4.7. Roles
• ... is going to sit in.
• ... is going to take the minutes.
• ... would like to say a few words about...
• ..., you’re going to give us a presentation.

4.8. Timing
• It will take two hours. / It won’t take long.
• I need to be away by... o’clock. That gives us two hours.
• I suggest that we take a break/lunch at...
• How are you fixed for time? [informal context]

4.9. Questions
• OK. Are there any questions at this point?
• Would you like to ask or add anything?
• If you have nothing to add, we can move onto outlining our position.

<table>
<thead>
<tr>
<th>Checklist: organizing the process</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Establish a procedure</td>
</tr>
<tr>
<td>2. Check for agreement</td>
</tr>
<tr>
<td>3. State global objectives</td>
</tr>
<tr>
<td>4. Introduce and agree an agenda</td>
</tr>
<tr>
<td>5. Clarify participants and roles</td>
</tr>
<tr>
<td>6. Agree timing</td>
</tr>
<tr>
<td>7. Handle any questions</td>
</tr>
<tr>
<td>8. Move to opening statement of positions</td>
</tr>
</tbody>
</table>
5. OPENING STATEMENTS – STATING YOUR POSITION (1)

5.1. Strategy
1. Holding back – it’s important to give yourself some room to maneuver later. So don’t present your best offer immediately.
2. Getting feedback – make sure when presenting that you check frequently that the audience follows and has an opportunity to ask questions and comment.

5.2. Background to the negotiation
• Things began in... and we have been in contact now for...
• You’ve all seen our brochures/proposals/offer.
• I think you’ve all had a chance to read our...
• Has anything changed since...?

5.3. Company profile
• As you know, the company was established in...
• Our main activity is...
• Our major markets are...
• Currently we...

5.4. Link to position statement
• OK. Let me now turn to...
• Right. I should now move on to...

5.5. Inviting interruptions
• Let’s deal with any questions immediately.
• Just interrupt if anything is unclear.
• We’ll take questions at the end, if that’s OK with you.

5.6. Stating your position

  General
• Basically, we are interested in...
• In the long term, we would like to increase...
• We believe it is time for us to develop...
• We are looking for...

  Focus
• It is essential for us to...
• ...is extremely important for us.
• I should stress that...

  Additional
• ...is a lower priority.
• ...is less important at the moment.
5. OPENING STATEMENTS – STATING YOUR POSITION (2)

5.7. Invite a response
- Are there any questions at this stage?
- Do you have any comments to make on that?
- Would you like to clarify anything?

5.8. Your turn
- OK. Perhaps we can hear from your side now.
- Now I think we can move on to hear your presentation.

Developing arguments

Addition
furthermore, moreover, in addition, besides this

Contrast
nevertheless, however, despite this

Highlight
in particular, especially, chiefly, mainly

Cause
therefore, as a result, hence, accordingly

Note: Use of “we / let’s” rather than “I / you”.
Where possible, it’s more inclusive to say “We’d like to...” or “Let’s start by talking about...”.
Certainly, if you are a member of a team, use “we” rather than “I”.
6. CLARIFYING POSITIONS (1)

6.1. Listening
To guarantee he fully understands, an effective listener will use different techniques:
- asking questions
- paraphrasing others' arguments
- summarizing positions constantly

<table>
<thead>
<tr>
<th>Advantages of listening well</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Understand the other party's negotiating position</td>
</tr>
<tr>
<td>2. Develop arguments that respond to their needs</td>
</tr>
<tr>
<td>3. Show that you are sympathetic to their position</td>
</tr>
<tr>
<td>4. Signal that you respect / value what they have to say</td>
</tr>
</tbody>
</table>

6.2. Confirming negotiating positions
- So, you... Is that an accurate summary of where you stand?
- So, for you, this is an opportunity to...
- The most important thing for you is...
- As I understand it, you would like to... Is that right?

6.3. Responding
- That's right.
- Exactly.
- Yes, it is.
- Not exactly, I said...

6.4. Asking for clarification
- I didn't understand. What exactly do you mean by...?
- Could you clarify one point for me?
- When you say..., are you saying that...?
- Could you say a little bit more about...?

6.5. Clarifying
- When I said..., I meant...
- Perhaps I should clarify that.
- Of course.
- Not exactly. What I was saying was...
- Sure.

6.6. General questions:
- Can I just ask you a question about...?
- I'd be interested to know more about...
- Could you tell us something about...?
- Could I move onto another question?
6. CLARIFYING POSITIONS (2)

6.7. Encouraging / Showing interest
• Go ahead.
• Of course.
• Yes, certainly.
• Please do. Go ahead.

<table>
<thead>
<tr>
<th>Defining priorities</th>
<th>Direct answer</th>
<th>Indirect answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is... your main consideration?</td>
<td>It is our major priority.</td>
<td>Well, we need to discuss this further.</td>
</tr>
<tr>
<td>How important is... to you?</td>
<td>It is a second issue.</td>
<td>It is something we need to take into account.</td>
</tr>
<tr>
<td>... is of secondary importance?</td>
<td>It is not a main consideration.</td>
<td>It is not something we can ignore.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Getting the facts straight</th>
<th>Direct answer</th>
<th>Indirect answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Can you give me an idea of how much / many...?</td>
<td>We would require a delivery date before January.</td>
<td>It’s difficult to say at this moment.</td>
</tr>
<tr>
<td>Approximately, what figure did you have in mind for...?</td>
<td>We are looking at a figure of 3,000.</td>
<td>I can’t really answer that at the moment.</td>
</tr>
<tr>
<td>How soon?</td>
<td>Around three million dollars.</td>
<td>This depends on various factors.</td>
</tr>
<tr>
<td>What... terms would you be expecting?</td>
<td>What would be the minimum... you would consider?</td>
<td></td>
</tr>
</tbody>
</table>
7. MAKING AND RESPONDING TO PROPOSALS (1)

7.1. Summarizing
Before moving on to concrete proposals, it is sometimes useful to take time to summarize.

<table>
<thead>
<tr>
<th>Redefining objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initially,...</td>
</tr>
<tr>
<td>At the outset...</td>
</tr>
<tr>
<td>During the first phase,</td>
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<tr>
<td>In the short/medium/long-term,...</td>
</tr>
<tr>
<td>Essentially,...</td>
</tr>
<tr>
<td>Ultimately,...</td>
</tr>
<tr>
<td>Basically,...</td>
</tr>
<tr>
<td>Most importantly,...</td>
</tr>
</tbody>
</table>

7.2. Introducing a review
- So, it seems that there are several ways that we could work together.
- I think we could develop our relationship in various ways.
- Perhaps we could take time to think generally about...

7.3. Your view on things
- From our point of view,...
- For our company,...
- As we see it, you want...

7.4. Checking
- Is that how you see it?
- Did you have other ideas?
- How does that sound?

7.5. Concrete proposals
The supplier will usually start this process. The advantage is then given to the customer who doesn't have to show his hand until he first hears what the supplier is proposing. On the other hand, making a proposal first may set the parameters for discussion and it could be an advantage if you want the negotiation to go in a certain direction.

7.6. Starting proposals
- We are now ready to move on to more concrete proposals.
- OK. I think we can now begin responding to your proposals.

7.7. Making proposals
- We propose...
- Our proposal is to...
- We could offer you...
- We suggest...
- We are prepared to...
- How / What about...?
7. MAKING AND RESPONDING TO PROPOSALS (2)

7.8. Counter-proposals
- From our point of view, we would rather have...
- Could we offer an alternative proposal?
- Our preferred scenario would be...
- Supposing we...
- How about if we...

7.9. Reacting to proposals

**Positively**
- That sounds fine.
- I think we can go along with that.

**Neutrally**
- We might be able to do that.
- I see what you're saying.
- I understand why you think so.

**Negatively**
- That could be a problem.
- We couldn't agree to that.
- I'm afraid that we can't accept that.
8. BARGAINING

At the bargaining stage, the acceptance of offers is linked to conditions.

8.1. Restating your position

- Let me just clarify our basic position.
- Perhaps I should reiterate our objective here.
- Can I just stress that...

<table>
<thead>
<tr>
<th>Setting conditions:</th>
<th>If provided that on condition that so long as providing with the proviso that when</th>
</tr>
</thead>
<tbody>
<tr>
<td>• We might be willing to...</td>
<td>you can...</td>
</tr>
<tr>
<td>• That's acceptable...</td>
<td>you guarantee...</td>
</tr>
<tr>
<td>• We can agree to...</td>
<td>you reduce...</td>
</tr>
<tr>
<td>• That's fine...</td>
<td>you undertake...</td>
</tr>
<tr>
<td>• We could offer you...</td>
<td></td>
</tr>
<tr>
<td>• We might consider...</td>
<td></td>
</tr>
<tr>
<td>• What would you say if we offered you...?</td>
<td></td>
</tr>
<tr>
<td>• We could be willing to...</td>
<td></td>
</tr>
<tr>
<td>• We'd be quite happy to...</td>
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</tbody>
</table>

8.2. Responding in the bargaining phase

**Accepting**

That's acceptable. • OK. We can agree to that. • I think we could go along with that now.

**Refuse with new offer**

We couldn’t agree to that but we could... • That would be difficult. However, would you consider...? • I’m afraid this is not acceptable. But why not...?

**Accept with a condition**

That's fine if you... • If you..., then we have a deal. • Provided that you..., then we can agree.

**Reject**

I'm afraid that wouldn't meet our requirements. • Even with this offer, we couldn't accept. • Despite..., we can't agree to this.

**Authority problem**

I'm afraid I don't have the authority to sanction that. • I'll have to get back to you on that. • I would need to refer back on that.

8.3. Linking words - refusing

- Despite this offer, we...
- In spite of this improvement,...
- Even with this new offer, we...
- Despite the fact that you have...
- In spite of the fact that you have...
- Although you have...

8.4. Linking words - accepting

- Owing to..., we will...
- Following your new offer of..., we find that...
- Taking... into account, we can now...
- As you have reduced..., we will...
- Since you have increased..., we can...
- You have.... Therefore we will...
9. HANDLING CONFLICT AND RESOLVING STICKING POINTS (1)

Most negotiations will encounter difficult problems. There is a much greater chance that solutions will be found if both parties keep sight of the main objectives and maintain a positive tone.

<table>
<thead>
<tr>
<th>Causes of conflict</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrealistic demands / Personality differences / Poor communication / Misunderstanding / Failure to appreciate cultural difference / Lack of commitment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict resolution strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify obstacles and overcome them / Set achievable goals / Be sensitive to others / Respect cultural difference / Summarize and stress common ground / Stress mutual interest in deal / Change your package / Make concessions / Take a time out to think and cool down / Leave and return later to problem areas / Change personnel/location / Involve a mediator / Forget it and call it a day!</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conflict is not always negative!</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential benefits:</td>
</tr>
<tr>
<td>Moves the negotiation forward quickly.</td>
</tr>
<tr>
<td>Reveals differences which need to be resolved.</td>
</tr>
<tr>
<td>Improves understanding of positions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Language style:</th>
</tr>
</thead>
<tbody>
<tr>
<td>You can appear less confrontational with a few simple techniques:</td>
</tr>
<tr>
<td>1. Moderate your requests with “perhaps” or “maybe” to sound less demanding.</td>
</tr>
<tr>
<td>2. Use modal verbs could, would, may, might.</td>
</tr>
<tr>
<td>3. Preface disagreement with “I’m afraid...” or “I’m sorry...”</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note: Intonation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The way you say things also matters! Intonation can play a very important role in creating a positive atmosphere.</td>
</tr>
</tbody>
</table>

9.1. Always stress the positive
- I think we should look again at where we have an agreement.
- I think we should take a quick look at what we have achieved so far.
- There is no problem in relation to...
- As far as... is concerned, we agree.

9.2. Identifying obstacles
- Let’s look at this in a little more detail.
- What is the underlying problem here?
- What exactly are your objections to...?

9.3. Creating solutions
- I think we both need to give a little ground here.
- What do you think is a reasonable solution?
- A compromise could be to...

9.4. Reassuring
- Let me reassure you that...
- Let me put your mind at rest about...
- You needn’t worry about...
9. HANDLING CONFLICT AND RESOLVING STICKING POINTS (2)

9.5. Postponing
- I think it would be a good idea to come back to this later.
- Perhaps we should adjourn to reconsider.
- Let's break and hopefully we can come back with some fresh ideas.

9.6. Asking and showing understanding
- I hope you can appreciate our difficulties with this.
- I realize that this is difficult.
- I fully understand...

9.7. Threatening
- If you are unable to move on this, we will have to...
- I'm afraid we'll have to call it a day unless...
- If you can't offer us something, we'll have to look elsewhere.

9.8. Terminate the negotiation
- I think we have gone as far as we can today.
- I'm afraid that we're not going to reach agreement today.
- I think we should both seriously reconsider our positions.
10. CLOSING A NEGOTIATION (1)

**Closing checklist**
- Confirm that you have an agreement
- Signal the end of the meeting
- Refer to progress
- Summarize areas of agreement
- State unresolved areas
- Check understanding
- Outline action points for the future
- Set the next meeting
- Depart on a positive note

10.1. Closing signals
- OK, perhaps we should stop at this point.
- So, that brings us to the end of...
- Right. I think that covers everything for today.

10.2. Progress made
- We’ve made some/good/excellent progress.
- We’ve taken a step in the right direction.
- We didn’t get as far as we hoped but...

10.3. Summarize
- Can I just run over the main points?
- Let’s go over the main points again.

10.4. Review areas of agreement
- On the... front, we agreed.
- As far as... is concerned, we agreed...
- We’ve agreed the following:...

10.5. State unresolved areas
- There’s still the question of... to resolve.
- Outstanding issues are...
- We can tie up the loose ends at a later date.

10.6. Checking and confirming
- Do you agree with that?
- Does that reflect what we said?
- Is that an accurate summary?
10. CLOSING A NEGOTIATION (2)

10.7. Action points for the future

- We’ll review this again in six months.
- Would you like that in writing?
- We’ll put together a written proposal.
- We will draw up a final contract.
- We’ll circulate the minutes...
- Pete’s been keeping notes. We’ll let you have a detailed summary.

<table>
<thead>
<tr>
<th>A CONTRACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>binding</td>
</tr>
<tr>
<td>exclusive</td>
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<tr>
<td>verbal</td>
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<tr>
<td>legal</td>
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<tr>
<td>valid</td>
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<tr>
<td>oral</td>
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</tbody>
</table>

10.8. Next meeting

- Could you manage...?
- Shall we say 4 o’clock? Does that suit you?
- I suggest we meet at the same time next week.

10.9. Positive close

- I think we’ve both got a good deal.
- It remains for me to thank you for coming and...
- That was a very positive start. I hope it’s the basis for a long-term relationship.
- We can finish there. I look forward to our next meeting.
11. NEGOTIATING – AN OVERVIEW

11.1. Opening
Welcome to... It's good to see you. & I think you have met... & So, how was the trip? & Can I get you something to drink? & OK. Shall we get started? & To begin, we should agree on an agenda. & May I suggest that we... OK? & Just to clarify roles... & As for timing, I hope we can finish by... & If you have nothing to add, we can move onto outlining our position.

11.2. First move
The main objective of today's meeting is to... & To begin, I would like to review the background to today. & OK. Let me now turn to our objectives today in more detail. & Just interrupt me if you want to clarify anything. & Basically, we would like to... It is essential for us to... & Furthermore... In addition... & How does that sound? Any questions? & OK. Can we now hear from your side?

11.3. Questions
- Could we just clarify one thing?
  - Sure. Of course.
- How important to you is...?
  - This depends on several factors.
- So, if I understand you correctly, you would like...
  - Yes, although let me clarify one thing...

11.4. Bargaining
- We propose...
- OK. From our point of view...
- We would be willing to... if...
- I think we could go along with that provided that...
- That is out of the question.
- The major obstacle seems to be...
- What do you think is reasonable?
- Well, so long as you... then we could...
- We can agree to that.
- Great. I think we are making progress.

11.5. Agreement and close
I think we have a deal! & Can I just run over the main points of the agreement? & We have agreed to... We will... at a later date. & Is that correct? Do you agree? & OK. We can draw up a contract next week. & It just remains for me to say thank you for coming. & I think we have a good deal and the basis for a long-term relationship. & I look forward to our next meeting. For now, we can finish here.
12. PHRASAL VERBS AND IDIOMS FOR NEGOTIATING

12.1. A story of negotiating starring ‘Phrasal Verbs’
At the beginning of the negotiation the other team asked me where I stood on prices. I told them that I had worked out some figures regarding discounts and quantity. I said that I expected them to come down from $40 per unit to $30. They refused to be pinned down too early on a precise price. They explained that they didn’t want to rush into anything. I was anxious to build up a relationship so I decided to carry on. However, the negotiation eventually broke down when the other team refused to give in on price and come down to our asking price.

| To stand on: To have an opinion / position on |
| To work something out: To calculate |
| To come down: To reduce a bargaining position |
| To pin someone down: To get their precise thoughts about |
| To rush into: To move forward too quickly |
| To build up: To expand and develop |
| To carry on: To continue |
| To iron out: To remove |
| To go along: To proceed |
| To break down: To fail |
| To give in: To concede |

12.2. Idioms – strategy
Keep your cards close to your chest! Don’t reveal your position.
Don’t show your hand yet. Don’t reveal your position.
Keep something up your sleeve! Hold bargaining points for later in the negotiation.
Let’s play it by ear. Listen and improvise accordingly.
Stick to your guns! Maintain your position.

12.3. Idioms – progress
We’re going round in circles. Repeat without making progress.
We both need to give a little ground here. Make concessions.
We’re getting bogged down. Focusing too much on one thing and not making progress.
We have reached a stalemate. Arrive at position where progress and concessions have stopped.
We broke the deadlock. Move past a major sticking point.
We clinched a deal. Reach agreement.
13. CROSS CULTURAL TIPS

The following is a checklist of points to consider when preparing for international negotiation.

13.1. Relationship building
Some cultures view the opening process of relationship building as extremely important.
Some cultures have strict rules regarding the use of names and titles. Know them!
Some cultures appreciate attempts to learn about and take an interest in a country.
Some cultures see the exchange of business cards as an important ritual.
Some cultures value formality over informality. Dress and react accordingly.
Some cultures expect to receive business gifts. Get briefed!
Some cultures equate status and authority. Know who you are talking to.
Some cultures have very specific ways to entertain and socialize. You may have to adapt.

13.2. Negotiating strategy
Some cultures favor consensus, collaboration and win-win over aggressive competition.
Some cultures appreciate flexibility over excessive planning.
Some cultures prioritize specific selling propositions: is it technology, needs, price?
Some cultures employ indirect communication styles in preference to straight speaking.
Some cultures use silence to indicate agreement, not hostility.
Some cultures disapprove of pressuring tactics.
Some cultures see the negotiation as a place for discussion, not decision.
Some cultures dislike open displays of emotion and feeling.
Some cultures work with a limited bargaining zone.
Some cultures will see the negotiation of contract documentation as central.

13.3. The individual
Some cultures conduct negotiations with teams, not with individuals.
Some cultures are changing slowly to recognize women as negotiators.
Some cultures view the company as more important than the individual.
Some cultures value personal connections and contacts in business and society.

13.4. Time
Some cultures value reflection and consensus over speed. Negotiations can take time.
Some cultures look more for longer-term partnerships than others.
Some cultures like to set and respect deadlines.

13.5. Some fun quick cross cultural comparisons

<table>
<thead>
<tr>
<th>Country</th>
<th>Characteristics</th>
<th>Tactics</th>
<th>Key needs</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.A.</td>
<td>enthusiastic – open</td>
<td>time pressure</td>
<td>“win” the best deal</td>
</tr>
<tr>
<td></td>
<td>tough – competitive</td>
<td>bargaining</td>
<td>get results</td>
</tr>
<tr>
<td></td>
<td>friendly – superficial</td>
<td>small concessions</td>
<td>cooperation</td>
</tr>
<tr>
<td></td>
<td>action oriented – impatient</td>
<td>power – threat</td>
<td>recognition</td>
</tr>
<tr>
<td>Japan</td>
<td>formal – polite</td>
<td>logical</td>
<td>save face</td>
</tr>
<tr>
<td></td>
<td>group focused</td>
<td>show commitment</td>
<td>long preliminaries</td>
</tr>
<tr>
<td></td>
<td>impulsive – “yes” can mean</td>
<td>time delays</td>
<td>long-term relationship gifts</td>
</tr>
<tr>
<td></td>
<td>“no”</td>
<td>linked package deal</td>
<td></td>
</tr>
<tr>
<td>U.K.</td>
<td>verbally indirect</td>
<td>good deal for both</td>
<td>“win-win” outcome</td>
</tr>
<tr>
<td></td>
<td>polite – formal</td>
<td>parties</td>
<td>reliability</td>
</tr>
<tr>
<td></td>
<td>can seem unprepared</td>
<td>humor and wit</td>
<td>private space</td>
</tr>
<tr>
<td></td>
<td>fair</td>
<td>conservative presentations</td>
<td>progress</td>
</tr>
<tr>
<td></td>
<td></td>
<td>fair offer – modest</td>
<td></td>
</tr>
<tr>
<td>Latin</td>
<td>emotional – lively</td>
<td>bargaining</td>
<td>understanding</td>
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<tr>
<td>countries</td>
<td>personal – volatile</td>
<td>emotion</td>
<td>personal relationship</td>
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<tr>
<td></td>
<td>enthusiastic</td>
<td>changes – last minute</td>
<td>loyalty</td>
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<tr>
<td></td>
<td></td>
<td>delays</td>
<td></td>
</tr>
</tbody>
</table>
14. GOLDEN RULES

Practice and rehearse key English phrases from *Key Phrases for Negotiations*.

14.1. DO
- have clear objectives with strategies for concession and feedback.
- know the negotiating culture of your partner.
- agree roles and tactics for your negotiating team.
- establish a positive climate of collaboration when you meet.
- agree a procedure at the beginning with targets for each session.
- communicate your objectives simply and efficiently.
- listen to the other side to identify their priorities.
- react positively and constructively to proposals.
- identify common areas and win-win solutions for both parties.
- be flexible and maintain a global perspective on the whole package.
- be sensitive to the psychology of your opposite number.
- say ‘yes’ to the person even when you have to say ‘no’ to the idea.
- when bargaining, give what is cheap to you and valuable to them.
- be consistent.
- avoid misunderstanding and confusion by checking and re-checking.
- respect time and try to move forward efficiently.
- reach agreement.
- summarize the deal.
- define the future relationship.

14.2. DON’T
- set unrealistic targets.
- use language which is too complex for people to understand.
- try to employ ‘clever’ psychological tactics.
- reveal your position too quickly.
- make assumptions about the other party’s position.
- say ‘no’ to a proposal too quickly.
- limit yourself with short-term thinking about short-term gain.
- lock yourself into positions.
- let yourself become bogged down in details.
- threaten the other side.
- stop listening if you disagree.
- make promises you can’t keep.
- leave a negotiation without understanding the deal.