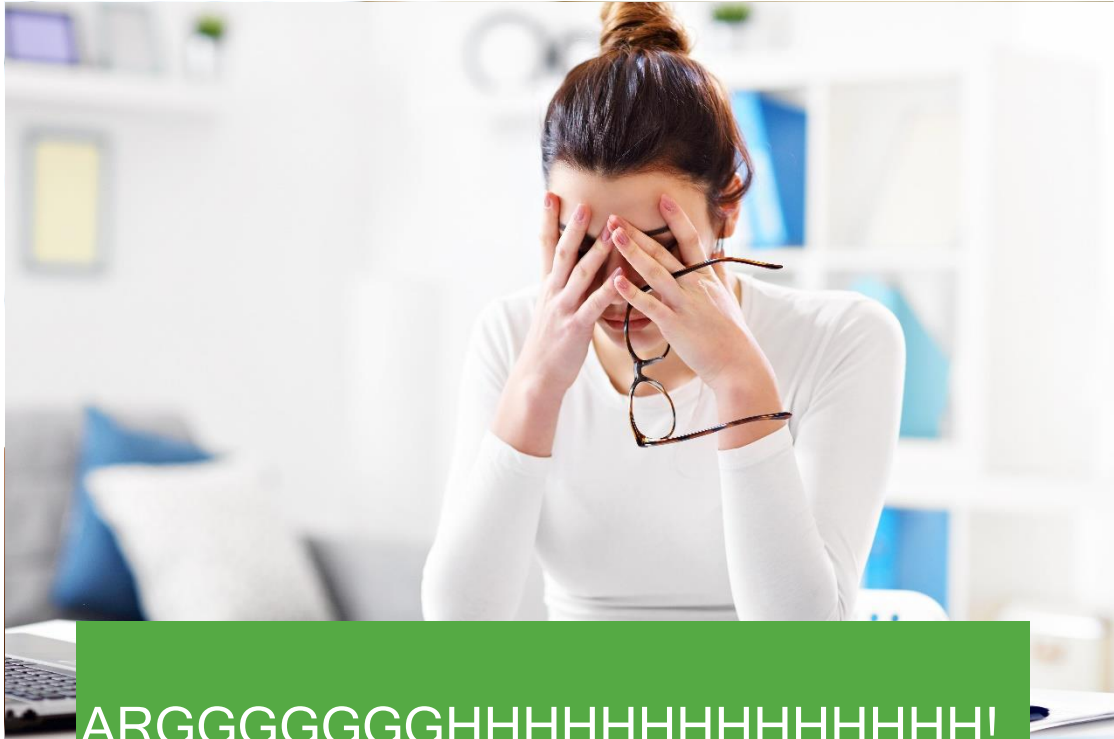




Be the hero to your business

Five useful tips from the  
experts to get passed 'No'

Contact us: 01786 447 548



ARGGGGGGGHHHHHHHHHHHHHHH!  
You must have exclaimed this (even to yourself) when your well researched negotiation gets a 'No'. It's so frustrating. We're totally with you on that.

You've planned your strategy and approach so it's annoying to hear a straight 'No'. Especially when you want everyone to get a solution that they can live with.

We've adapted, for our clients, an approach from Bill Ury. He's a global negotiation guru. We'll now share with you five approaches to get passed 'No'. They'll change your business life for the better.

Promise.

## People behave for a reason



Sounds obvious but worth the reminder. Any conversation perceived as a negotiation carries heavy historical cultural norms about winning at all costs. There is still the hangover of the alpha male and the need to defeat not agree.

The great economist Adam Smith said, “No one saw a dog make a fair and deliberate exchange of one bone for another.” We’re animals too. We must use our intellect to work with ourselves and our negotiating partner (notice I didn’t call them the other side) to negotiate in a principled way.

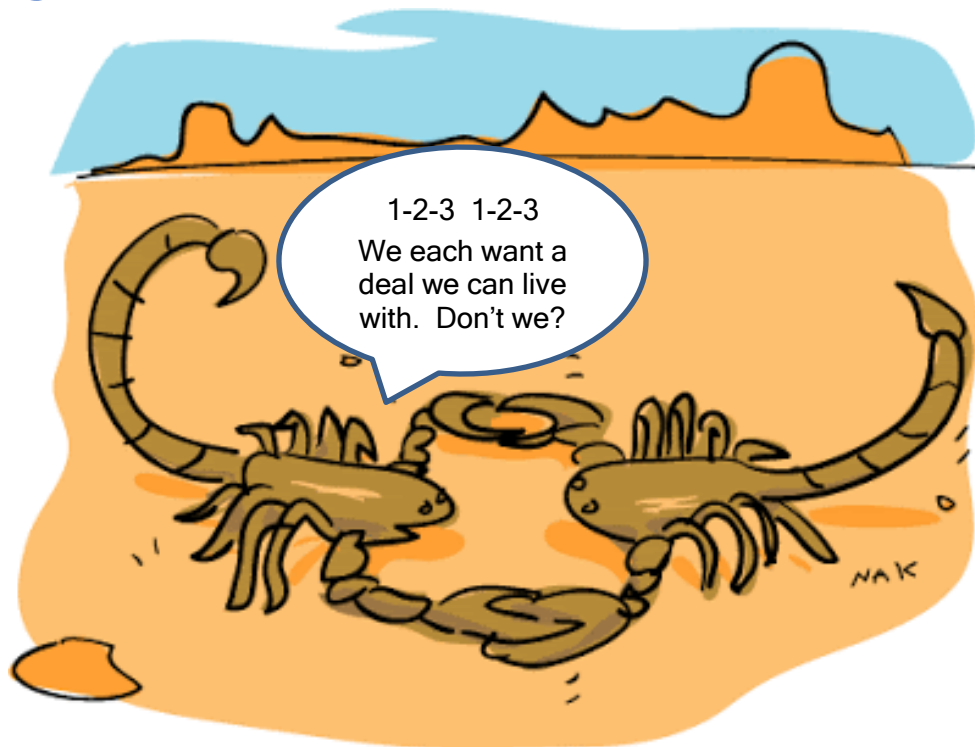
Practically, we’ve seen people who are accomplished at saying ‘No’ for one or more of these reasons:

1. They can’t help it
2. They love the negotiation ‘game’
3. They aren’t skilled enough
4. They’re wedded to a win/lose dynamic
5. They know that the clock’s ticking so uses ‘No’ to build pressure
6. They want to test your mettle and resolve
7. They’ve promised their audience to achieve something
8. They’re sent to negotiate with a battle cry, “Don’t give an inch!”

Some could be aggravated by what you do:

1. You haven’t built a strong enough relationship yet
2. You haven’t explored enough yet to know their motivations
3. You’ve asked for something too big too soon

## Negotiation is a dance



Our participants find it helpful to think of a negotiation as a dance. One tentative step by you encourages a reciprocal tentative step by them.

It may be as simple as asking “Am I right that we are both here wanting an agreement about buying stationery that we can both live with?” You each progress the dance. It gets ever more definite as your confidence in one another improves. Ultimately your suggestions become proposals and then agreements.

It's worth reminding you that the key skills of the modern negotiator are:

- Planning
- Listening
- Empathy
- Great questions
- Assertiveness
- Creative thinking

## #1 Go to the balcony

Don't get hooked



Not literally of course. It takes a nano second in your mind to look down on the two of you. From here, you weigh things from their position, from your new neutral position. Now more questions or approaches to move forward will appear. It's like magic.

If you ever needed more than a second simply ask for a break. In the world of negotiations many call it an adjournment.

## #2 Step to their side

Disarm by listening, acknowledge and agree where possible



Make a definite, conscious effort to ramp up your listening to full power. From here you will gather more data on what they say, how they say it, what they're not saying, what signals they may be sending you to take another step in the dance.

After all someone who says. "I can't give a 15% discount?" isn't saying 'No' to a discount. Maybe you can agree 14.5%.

People want to be listened to. Show it by acknowledging it. "I understand." "I can see that this is an unusual request". "I know what I'm asking for my be non-standard." Acknowledging people is critical to

As is agreeing wherever possible. "You're right, I am making a big request of you." "What can I do to help make it happen?" "I agree that you need to make profit to stay commercial." "I get it that you need to go back and sell our agreement to your staff."

## #3 Step to their side

### Change the game



Remember that many people still carry lots of baggage about negotiations as a surrogate for warfare. This is why it's good to change the game. Perhaps the best example is from a negotiation to a problem-solving session.

Bill Ury gives an example of an inexperienced US who had to negotiate with a crusty old time served senior Russian Communist called Andre Gromeko. The subject was reducing nuclear arms and Gromeko was known as "Mr No"

The senator basically asked for Gromeko's help. He asked him to go through all the points Gromeko said 'No' to and give him reasons he could sell to his colleagues back home. The points Gromeko couldn't give compelling reasons for became the initial points of negotiation and agreement.

The senator (Jo Biden Jnr by the way) changed the game.

"The programme was highly interactive and engaging. It brought theoretical models to life in a practical way that I can apply today."

Stewart  
Client Service Director

stormid

## #4 Build them a golden bridge

### Help them save face



This is perhaps the biggy. Someone could completely get your interests, your logical arguments and the sense behind what you're asking for.

The challenge is that they need to save face with their audience (their boss, union members, family, friends and so on). That generates a 'No'. So how can you help them save face?

### Let's say:

Union wants 4% pay rise

Company offers 3.5%

### Result: Deadlock

### Saving face

Company offers 3.5% now 4.5% guaranteed next year meaning an average of 4% this year and next.

- In return the company wants staff to commit to greater flexibility in moving jobs to where the business needs them.
- In return the Union wants assurance that next year's 4.5% could be more if company performance exceeds certain criteria

### Result: Deal struck

- Union tells members it got 8% minimum over two years
- HR tells the board they got flexible resourcing and 3.5% this year.

## #5 Bring them to their senses not their knees

Educate on the costs of not agreeing



In the land of principled negotiation where you have relationships to maintain you can get passed 'No' by openness with data, information and consequences.

This goes from questions like, "What does it mean for you if we can't agree something together. I know for me it means . . ."

To data such as sharing the details of an offer from someone else, talking through the implications of not getting a deal and so on.

You should do it all in a resourceful state of mind. Not a rant.

"I found the course to be both educational and thought provoking. I fully expect the learning to be used in a productive way that will benefit both myself and the company."

Keith  
Packaging technologist



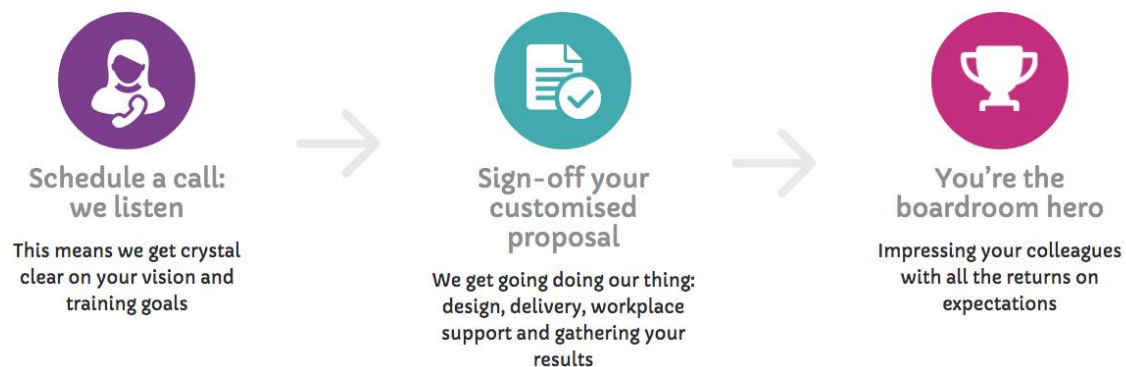
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Using these five areas with your excellent communication skill you will make more, better and quicker agreements. And build relationships.

You'll know how training risks fading away back at work. That makes showing the return on investment a hassle. You shouldn't have to roll the dice on that.

Let us help you with a Robertson Training programme tailored just for you. We'll do the heavy lifting supporting everyone and present you with easy-to-read results reports. You are then much freer to spend more time doing what you do best.

## Your 3 steps to results



**Schedule a call**

Schedule a call with Derek our lead designer and learn how the Robertson Training team can help you achieve your training ambitions.

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End