



# Negotiating Success

**TIPS AND TOOLS** FOR BUILDING RAPPORT  
AND DISSOLVING CONFLICT WHILE STILL  
GETTING WHAT YOU WANT

J I M H O R N I C K E L

WILEY

## Praise for *Negotiating Success*

“Jim Hornickel has crafted a book that requires fearless self-examination and a willingness to change how you operate. This book is filled with practical tools for professionals who seek to be more effective in a matrix structure. He doesn’t attempt to assert conflict avoidance; rather, he constructs an open and systematic program to reduce the opportunity for misunderstandings and win-lose scenarios.

“Hornickel provides a straightforward approach to developing a comprehensive method to effectively communicate via a personal code of conduct and sharing that code with your collaborators. I’d recommend this for anyone who works in an environment that requires negotiations.”

—Dietrich Thompson, HR Manager, Microsoft Corporation

“*Negotiating Success* is an inspiring book whose time has come. While hard skills are critical in negotiations, soft skills make up the essential ingredients that support mutually agreeable gains. Jim’s blend of the two shows how to make the negotiating process human again. His approach on supporting the other in getting what they want invokes reciprocal behavior. This book shows that conflict is not inevitable for sessions to be successful. The reader will raise his/her emotional intelligence, learn the principles of ethical influence, and still come away with the skills and steps to negotiate intelligently. Hard skills with soft edges; that’s the winning formula!”

—Michael Connor

Bridge Partnership, author of *Insights of a Father*,  
[www.insightsofafaather.com](http://www.insightsofafaather.com)

“In addition to being right on target with teaching and polishing negotiating skills, this is a page-turner! Leave it to you, Jim, to create a great teaching manual and an enjoyable read! Nicely done, my friend.”

—Jeff Eisensmith, Department of Homeland Security,  
Chief Information Security Officer

“This book is exhaustive, concise, simple, and accessible to everyone. You find all you need to know to master negotiation, techniques, processes, and examples.

“The knowledge shared with the reader is useful and applicable in many situations or moments we face in life. I would recommend it not only to a sales person or project manager newly appointed, but also to students and young adults starting in life, parents, and teenagers.

“This approach gives equal importance; first to the people, and second to the techniques engaged in the negotiation process. The whole negotiation is seen as a successful relationship between individuals and not a game you must win.”

—Laurent Belle-Perat, Schneider Electric, Global Marketing,  
Saudi Arabia; Internal Marketing and  
Communications Manager, Middle East

“Jim Hornickel is a master at negotiations and relationship building. Throughout this thoughtful book on negotiation skills, Jim brings sensitivity to the negotiating relationship so that all parties feel honored and well-satisfied with the outcomes. Jim has shared his negotiation insights in a way that adds real depth and fulfillment to the myriad of interactions we have each day at work, home, and play.”

—Suzanne Guthrie, editor of *Managing From The Inside Out*

“*Negotiating Success* is not just another book on negotiation, but instead presents a unique and brave approach to win-win from a genuine and human perspective rather than a clichéd one. It concisely presents the best in negotiation research and techniques and offers practical advice that will inspire negotiators in any situation to live up to the highest standards of their profession.

“Going beyond commonplace, overly simplistic and counterproductive tactics, it provides an innovative and thoughtful alternative. In an overcrowded category, *Negotiating Success* differentiates itself by challenging the reader to take a holistic and elevated approach to negotiation with skills, techniques, and personal development that works!”

—Vito Loconte, VP, Global Client Finance,  
United Kingdom IPG Mediabrands

“Negotiation is something that occurs on a daily basis—from a small conversation regarding a work task completion to a more complex agreement on contractual KPI’s. Having a resource that can offer a guide for the interacting process that dissolves conflict and builds rapport is so important. This book serves this purpose in a clear and comprehensive manner, effectively contributing to working relationships that facilitate the necessary pace of today’s working world.”

—Sarah Sexton, HR Manager,  
MWH Global, Doha, Qatar

“The fortunate ones who read Jim’s work will have an epiphany. The suggestion that all human interaction involves negotiating is profound. Focus outside of the workplace and realize the broad application his book provides. It can facilitate beneficial dialogue between spouses, children, neighbors, and practically everyone with whom we come in contact.

“Additionally, leading with mutuality and respect will result in more simple negotiations, stronger relationships, and a rewarding career . . . a must read!”

—Robert Torsey, Management Consultant  
(Former VP at ALCOA)

“Negotiations are sometimes seen as (hard) games, with a winner and a loser. With this book, Jim brings back the humanity in negotiations. If you want to bring your negotiation skills to the next level or . . . see negotiations from a whole different perspective, you should read this book! It not only gives you thorough background information, but it also gives you very practical ‘next steps’ that will take you through the process.”

—Gabby Staal, President & Founder of LeaderQuest,  
Partners in Evolution, The Netherlands

“Jim Hornickel delivers the essential keys to successful negotiations: combining the hard skills with the soft edges that create constructive outcomes for all parties.

“Embrace the tools and principles of *Negotiating Success* so you’re fully prepared in advance of all your meaningful negotiations. Learn to stay true to your values, foresee others’ needs, motives and desired results, and move confidently through any discomfort and uncertainty on the path to establishing a win-win.

“It’s all here, structured flexibly so you can organize and leverage the tools that best suit your background, situation, and intentions. Enjoy the process—and make the world a better place while you’re at it.”

—Ken Jacobsen, President, CourageWorks, Inc.

“Jim Hornickel has drawn from such diverse disciplines as neurology, psychology, and physiology to deliver a transformative book which is conversational and interactive. Scenarios, examples, and templates allow the user to holistically integrate the concepts. Thought provoking questions for self-inquiry go beyond just teaching theory to facilitating inner shifts in awareness. This prepares the reader for skilled negotiation by starting with self-knowledge and moving to understanding human nature. From Hornickel’s vast experience in the field he provides clear, solid, proven approaches. Anyone involved in conflict resolution, whether in relationships, business, or diplomatic communication, will benefit from reading this.”

—Susan Lynne

Management Consultant

Susan Lynne Development, Toronto

“Every once in a while, a truly insightful and practical guide makes its way to our collective hands and hearts—this is the case with Hornickel’s latest book, *Negotiating Success*. At a time when so many work cultures are embedded in fierce competition and an emphasis on individual success, this publication provides a thoughtful, respectful, and alternative approach to negotiating ‘what you want.’ A highly respected and successful leader, Hornickel convincingly espouses a win-win perspective as key to achieving mutually successful and satisfying negotiations. This is a book that I will refer to time and time again.”

—Jan Janssen, Manager, Upper Tier Municipal Government,  
and author of human interest  
articles about community, self-care, women,  
values, consciousness, etc., Ontario, Canada

“When emotions are high, intelligence is low. *Negotiating Success* creates an eye-opening journey about how we can develop interactions with others using our greater consciousness to get what we want when the stakes are high.

“*Negotiating Success* is a must read for anyone looking to improve their personal and professional power in effective communications at a deeper level.”

—Loretta Peters, Personal Brand and  
Online Identity Strategist,  
[www.EnterprisingCareers.com](http://www.EnterprisingCareers.com)

“*Negotiating Success* is a must read for anyone who has acknowledged the benefits of win-win negotiating, but has struggled executing at the table. In simple, direct, and actionable language, Jim breaks down the challenges we all face in taking on new habits or behaviors.

“Jim shares the how and why behind breaking negotiating habits that don’t serve you and learning new ones that lead to a more effective outcome and a better business relationship. Having worked with Jim on many occasions, take my word for it and buy this book. Read this book, and then put the message of this book into action!”

—Dan Demers, President, ReMission Consulting, Inc.  
www.ReMissionConsulting.com

“CEO’s will find *Negotiating Success* a detailed handbook for developing win-win negotiating skills within their team. The book is useful as an introduction to the subject, but its real value is as a manual to lead a process of continuing to improve the team’s negotiating and customer relationships skills. Mr. Hornickel writes in a very conversational tone, mixing advice with real life case studies to develop win-win negotiating skills within your team.”

—Matthew Falls, Partner, Growthers

“*Negotiating Success* answers the question which every human being asks: How can I get what I want out of life without the unexpected and unwanted repercussions and, at the same time, generate and maintain real happiness for myself and others?”

“Jim Hornickel’s template is the very thing you need to accomplish that which secretly drives you and every other human being on this planet.

“Don’t read this book. Eat and savor it. Take time to digest it. In doing so, you will walk into a new you and a new future. A future that you and everyone else will appreciate and wish to duplicate.”

—Barry Curtis, Barry Curtis and Associates

“Haven’t most of us taken the time to build a reference library, whether it has to do with health, cooking, home repairs, investing, and probably a few on relationships? Well, along comes another must-have to add to your collection—*Negotiating Success*—which after you note the subtitle you understand that it will apply to situations you encounter every day professionally, personally, and otherwise. The bonus is that *Negotiating Success* is much more than a reference book. It is really a how-to manual which offers in-depth understanding on how agreements are formed, compromises developed, and goals attained, as well as a personal development guide to help us in our daily activities involving human interaction. Jim Hornickel has left no stone unturned. What a valuable book he has delivered.”

—Joe Harding, Assistant Women’s Basketball Coach,  
Flagler College

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# Introduction

All conversations are negotiations. Whether small personal exchanges or large, complex business contracts, we are negotiating all the time. Two key questions are: “What negotiating skills do you have to work with?” and “Who are you being as you negotiate?”

Negotiation skills have been around since Neanderthals determined who would go out and fight the saber-toothed tiger. What has been added in these recent, more enlightened times is attention to negotiation relationships.

You are now embarking on the exciting next steps in negotiating mastery to become ever more aware of using “mutuality” as the way forward. You are at the launch point for taking bold new directions on how to model, teach, and inspire mutual satisfaction in negotiations.

When negotiations are built on the goal of having both sides win, magic happens. Individual and company values are met, visions are achieved, and the organization’s needs are fulfilled in the short term and over time. Even in a world that values competition so strongly, when you go for win-win, *you* will be at the leading edge of this change.

Negotiating involves “hard skills”—steps, phases, and strategies; but it also requires “soft skills”—building positive and productive relationships. We address both major areas in this work.

These pages are designed for you to come back to as often as you require for review. The material in this book is intended to help you grow your mastery over the next days, weeks, months, and years. Yours will be a journey of discovery, practice, and

integration. Each chapter ends with a series of questions to probe. I suggest that you write/type each answer. Then use the S.M.A.R.T. goal-setting formula shown to make your next steps toward mastery concrete.

I am honored to be a part of your dynamic growth and fulfillment!



## The People in the Process

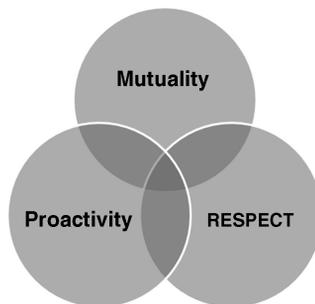
# 1

## Valuing Mutuality, Proactivity, and R.E.S.P.E.C.T.

The *Negotiating Success* model is based on three equally important principles: Mutuality, Proactivity, and R.E.S.P.E.C.T. (see Figure 1.1). Together they form the cornerstones of the negotiating process.

### Mutuality

People around the world have been deeply indoctrinated in the concept of win-lose. Although that may produce some excitement for a sports event, or create drama in elections, it is simply



**FIGURE 1.1** The Cornerstones of the Negotiating Process

self-defeating in negotiations. The best results in the short and long run will be to work on behalf of each party getting as much of what is wanted as possible.

Changing from win-lose to mutuality, or win-win, takes a mental paradigm shift. And change is not easy, but change will come more quickly if you have an incentive. The motivation to become a mutuality-based negotiator is in part the self-serving factor. You do need to win on “your” side. But so does the other party. So why stop with only half of the equation served? What do you imagine life would be like if we all changed from *self-serving only* to *self-serving while serving others*? Life is full of choices and this is one of them. And it makes total sense.

The principle of reciprocity (more in Chapter 5) says that when we serve others, they will most likely be inclined to return the favor. You do not need to “believe” this. Check it out in your own life. If someone has no interest in helping you, are you more or less likely to help them? But if someone acts in ways that support and serve your cause, are you more or less inclined to help and support that person? If this is true for you, it is likely true for the other, too.

Like so many of the ideas in this book, mutuality will be stronger in formal negotiations if you practice win-win interactions regularly, everywhere. Here is where the self-serving factor comes into play again. Although mutuality-based negotiations work for everyone in the short and long term, there is also a personal W.I.I.F.M. (What’s In It For Me) involved. What is in it for you to practice more mutuality in day-to-day life? Here is where science and the ancient masters are in agreement.

Perhaps, like me, your academic days are a few years back. What we learned could only be what was known at the time. If you were a classmate of Columbus, you would have been taught, and probably believed, that the world was flat. Inconceivable now that we so clearly know that is not true. Well, the science of biology has also continued to expand and grow. New technologic advances are forever showing us new information. That new

information shows how old “knowledge” and “beliefs” need to be updated. One area of the new biology (circa 1995) is about genome expression: epigenetics. What does this have to do with negotiations? We are talking about the satisfaction involved in mutuality.

Here is how it works. Science (via the Swiss physician Friedrich Miescher) had its first rudimentary identification of DNA in 1869 (it was always there, but like many things, we simply could not see it). Then we could not understand it. Then we have what we think is the understanding. Then that understanding changes. In the mid-1990s, Dr. Bruce Lipton and others, with the help of ever-advancing technology, found a major difference about DNA. It was said that DNA is the blueprint of life. It was thought to determine lots of who we are and what we do. But the new science observed that while DNA is indeed a blueprint, it is influenced to direct us by energies outside of itself. Simply put, when DNA received signals that are negative (whether from within us or from our external environment), the DNA expresses negatively. When positive signals reach the DNA, it expresses positively.

Let’s take this back to mutuality and personal satisfaction. Studies show this: When people perform acts of service or kindness (the start in mutuality), our DNA likes that and expresses it in ways that feel good to us. Personal satisfaction! The studies also reveal that the person receiving the act of service or perceived kindness also feels good. And happily, even people who only observe acts of service also feel just about as good as the giver and receiver. All influenced by positive genome expression.

Take these human factors into the negotiation sessions. When making offers and trading concessions with positive giving and receiving, the process feels better. The outcomes are more rewarding to both parties. The memory of that serves well in future negotiations. If you doubt that, remember how you felt and what thoughts you had when you were bargaining with people who only had their own self-interest in mind. Did their methods

inspire you? Probably the opposite. For most of us, when we feel pushed too hard by someone who is out to get concessions from us but not give back in return, we go to acting the same way. That becomes win-lose. In the long run, win-lose is really lose-lose. You are bound to go into next negotiations with a jaundiced eye and ready for combat instead of intelligent exchanges.

To finish this small look at mutuality, it remains true that there will always be some professionals who are so deeply programmed in win-lose that you simply will not inspire them to change. You will be forced to do what you need to do to get what you and your organization wants. That is reality. But life is all about doing what you can, when you can, with whom you can. Let us take that into the next section on proactivity.

## Proactivity

Because of the deeply entrenched win-lose training we have talked about, the ball will often be in your court to lead the way to mutuality-based negotiating. What an amazing opportunity each one of us has to influence positive change. And again, the beauty of this positive change is that *everyone* wins.

Start the shift now. Begin with yourself. Reflect on your competitive attitudes and actions. Do they serve you as effectively as a win-win approach would? Try little experiments of asking for what you want while seeing how you can help others get what they want, too.

For example, a parent has been in the habit with his or her child of often saying no. Mom has been working at her demanding job all day and when she gets home, she just wants to kick back for a while and read the newspaper. Son Mike says to her, "Mommy, would you play cards with me?" Instead of an immediate no, consider that Mike might simply need some of your time and attention. Playing cards is just one strategy that could get him that. In a mutuality-based interaction, you might ask Mike to get

up on your lap and read some of the newspaper to him. That could be win-win. Creativity is a key component of finding mutual routes to satisfaction. We return to expanding creativity later in this book.

Remember, it will most likely be you who has to lead the way to learning that there are more rewarding ways of negotiating than the ingrained competitive, win-lose approach.

## R.E.S.P.E.C.T

By now you might accept that mutuality-based negotiations are good for everyone. You might also be musing on how you can be more of a leader in proactively infusing the negotiations process with win-win attitudes and actions. We now take a look at how the qualities and practices of R.E.S.P.E.C.T. will add to the positive possibilities. We take a peek into how respect-laden negotiations will serve you and the party you are trading with.

### **R. responsiveness**

What is responsiveness? The dictionary definitions include: answering and replying, reacting to suggestions, influences, appeals and efforts. Negotiations entail a series of exchanges. More specifically, they involve exchanges of information, ideas, suggestions, requests, and concessions. The more the communication is one-sided during the process, the weaker one side feels: disempowered. That party will be less motivated to share critical information. And withdrawal or withholding imposes unhelpful limits. Less information with reduced cooperation does not serve either side!

Increasing responsiveness then is a mutually beneficial attitude and practice in negotiations. Starting in the Discovery Phase (Chapter 12), make it clear that you intend on being responsive to their needs and that you expect them to be responsive to yours.

Reciprocity! Clearly get their agreement and do not proceed until you do so. If you are responding to their arguments but they are not responding to yours, stop the process and remind them that you both agreed to responsiveness as an integral part of negotiating.

For example, let us say that you have been in a fairly good flow of information exchange and, at some point, the other party puts a brake on the flow. If you are consciously, actively aware of the responsiveness factor, you know to stop the negotiation and explore the new gap. What has occurred to change the other party's cooperation? What possible pressures have arisen for them? Are they using a tactic? (More to come in Chapter 16.) Paying attention to responsiveness will only serve to help moving forward or regain the flow of mutually beneficial exchange.

### **E. empathy**

What is empathy? Various dictionary definitions include: the ability and willingness to understand and relate to the feelings of another. Both sides will come into a bargaining session with worries, unmet goals, personal pressures, and needs. That is just the way it is. Empathy is the willingness and ability to put yourself in their shoes as best you can. You must intellectually understand their problems and, more critically, *feel* their pain.

Why is emotional connection to someone else's pain important? Most behavior styles appreciate when someone outside themselves can relate. They do not feel so alone. In mutuality-based negotiating, the whole idea is to constantly relate to the other party's need throughout the negotiating process (even as you take care of your own needs). And one area of needs will be emotional, even if it is not openly spoken about (more on emotional intelligence in Chapter 3).

Let us stress that empathizing is not agreeing; it is simply acknowledging something that is truly going on for the other person.

Also remember that the old demand to “leave your emotions at the door” is pretty much impossible for human beings. We can manage to the best of our ability, but part of our very biological structure is to have emotions. Our brains have a thought and then our brain sends a chemical message to our body saying “this thought equals this emotion.”

Think of a time in your life when you were especially troubled by some event or circumstance. It does not matter whether it was at work or home. And pick an instance when someone around you let you know that they could relate to what you were going through; that they cared about you. Most of us appreciate that. Most people feel supported by what the person did or said. That feeling of support creates a certain level of bonding. And negotiations simply go better when the participants feel more rather than less connection with the other. In mediation, a form of negotiation, the first thing done is to find common ground. Empathy helps establish common ground.

Please, do not believe or disbelieve this but check it out in the relationships in your own life.

So, the unmet goals, pressures, needs, and so on, will be part of just about any negotiation. And that predictability will serve you. Anticipate that you will have ample opportunities to empathize with their situation(s). Find ways to relate via empathy. This common ground will absolutely enhance the relationship between or among you.

Here is one last suggestion: Tailor your empathy to the style of the other party, using your knowledge of their negotiation style (from Chapter 4). Everyone processes differently, and one style of empathizing will not be right for all personality types. To be effective, you have to meet people where they are.

## **S. ervice**

Mutuality-based negotiating means *being of service to each other*. Think of customer service. What are all of the personal traits and

effective behaviors that make a good customer service interaction for you? Do you appreciate when someone is attentive and responsive to your needs? Treats you like you want to be treated? Has a “Can Do!” attitude and set of actions? How pleased are you when someone serves you? How displeased are you when you get poor service?

The same effects of providing good or poor service are part and parcel of the negotiation process. Imagine these approaches being used with you from the other party: respectfulness, honor, truthfulness, caring, positive attitude, honesty. Imagine actions that include: deep listening, quick and thorough responses, organized interchanges. These approaches and actions are all aspects of good service—negotiations thrive when they are present.

An example: You have done your preparation (Chapter 11) for a negotiation session. You know what you can and cannot offer. You start the conversation in the discovery phase by designing an agreement that states that each of you will work with the other (to be of service) to have a good enough, win-win outcome. The other side asks for a concession. Again, you know what you can and cannot give. In a strong but empathetic voice, you say, “Well, we can’t give you that, but here is what we *can* give you.” If what you offer is needed by the other side, there will be a feeling of service connected with the exchange. Constantly look for ways to serve the people and the process.

## **P. erspectives**

What is a perspective? It is frequently defined as a point of view, belief, or opinion.

When two or more parties come together in the negotiation process, there are likely to be at least two or more perspectives to deal with. In fact, every aspect of a negotiation will have its own set of perspectives riding along.

When do perspectives derail the proceedings? When people get positional. When they are entrenched in a perspective

and it is the only perspective or view they can see (or care to see). Movement bogs down when only one perspective is active.

When do perspectives enhance the proceedings? When people consciously look for as many perspectives as possible. When parties pool these perspectives and then look to see which one or ones will be most effective for both sides winning.

Most of us have never had a course in finding the right perspectives. Standard academia simply does not address this vital process. So, most people do not know that they are the ones who choose their point of view in every moment of life. It just takes a new radar screen, a new intention of perspective-awareness to start finding the truth of this.

Here is an exercise to play with to deepen your understanding of perspectives and ability to choose yours at will. Think of a current, somewhat negative situation in your life (personal or professional) that is unresolved. For an example, we use the tough situation of being told you have a form of cancer (not life-threatening at this point). Did you know you have a choice in how you respond? The following methodology will make it clearer.

For the sake of keeping the process simple here, we look at only two contrasting perspectives: “This Is Hard” and “I Can Handle This.” (In real life, there are unlimited points of view to choose from—more to come in Chapter 8 and creativity.) We just name the situation *Cancer* and first look at it through the eyes of the more negative perspective, This Is Hard.

*Thoughts:* From the perspective of This Is Hard, what thoughts will you have? Some might include: “Why me?” “How will my family take this bad news?” “Who will pay for all of the medical co-pays?” “I’ll never be able to sleep at night worrying about what will happen.” And so on.

*Emotions:* Thoughts produce emotions within us. The emotions you might have when strongly in the perspective of

This Is Hard might be: “I feel—anger, sadness, fear, confusion, and so on.”

*Body sensations:* Thoughts produce chemicals that are sent throughout the body; we call them emotions. These chemicals also produce body sensations that can be felt and observed. If you are angry, you might have a tensed jaw. Sadness might be felt in your eyes. Fear could show up as a knot in your stomach. Confusion may be felt as an uneasy feeling all over.

Summary: All of these thoughts, emotions, and body sensations are responses to the way we look at something: in this case, the situation of cancer as viewed through the lens of This Is Hard.

Now let’s put that point of view aside and try on another. The situation of cancer remains exactly the same, but this time you try on looking at it through the lens of I Can Handle This.

*Thoughts:* “Even though this is a surprise, I’ve had lots of surprises in life. I can take this one on.” “I can beat this!” “This is important and I’ll find a way to pay for the medical expenses.” “I realize even more so how precious life is.” “Millions of people have survived cancer; I will, too!” “Because of this wake-up call, I will celebrate more of my successes.” And so on.

*Emotions:* “I feel hopeful, strong, determined, and so on.”

*Body sensations:* The chemicals of emotion that your new thoughts produce might be felt in your body as powerful hands, lighter all around, resolute facial muscles, and so on.

Summary: These thoughts, feelings, and body sensations will be different from the first example. Which set do you think will serve you and others in your circle in a more positive way: the first or second?

The idea is to become aware that each of us is in charge of how we view life and its circumstances. And that also includes the

point(s) of view we take during negotiations. It is good to notice when the frame of mind we are in is moving the process forward or setting up roadblocks. We have the capacity to shift how we are looking at anything. And although we do not directly control how the other party views the bargaining, we can influence how they look. Asking powerful questions (to come later), pointing out information or possibilities missed, increasing creativity . . . all can add to the number of options we have in looking at any and all things.

It takes willingness to look for effective perspectives. It also takes skill to invite them out so that both parties can peacefully select those perspectives best serving the end goal of mutual gain.

### **E. esteem**

Esteem is the state of one's self-worth. People can have low self-esteem, high self-esteem, or be anywhere in between.

Why pay attention to your own and others' self-esteem in negotiations? Low self-esteem will produce fear and uncertainty, which are qualities that do not lend themselves to vibrant, positive trading. High-esteem sets the stage for uplifting interactions, so both parties are involved here.

*You:* What do you need to do to keep your own self-esteem at its highest levels? Part of this is how you look at yourself throughout life—a subject larger than this book deals with. But true nonetheless. There are things that you can do in negotiations to bolster your sense of self-worth.

One way to feel good about yourself is to make sure that you stay true to your values. Negotiations can get tricky. They can also get dirty. If you lose sight of mutuality (if a value of yours is that everyone can get a good enough outcome), then you may find yourself playing the win-lose game that others may practice. Your self-esteem may slip by doing that.

Another positive step you can take is to be as prepared as time and available information allows. Have you ever been caught

short, knowing that you really could have done a better job beforehand? You might have played the blame game—blaming yourself or others or circumstances. None of that raises esteem. Doing what you have committed to do and doing it as well as possible goes a long way to having you feel okay about your efforts and about yourself (better esteem).

*Other:* Although the other negotiating party is ultimately responsible for their own self-esteem (as we all are), we do have influence on how they feel. Looking for opportunities to empathize or serve will bring more positive results to negotiating. A practice of raising self-esteem in others is also a positive option. We call it “Catching People Doing Something Right.” There are three useful methodologies for catching people doing something right:

1. *Praise:* This is a general positive comment that is intended to have the other person feeling good. In a negotiation it could sound something like: “Thanks for pointing it out that way.” There is no real substance to the communication you just offered, but the tone of it is uplifting.
2. *Acknowledgment:* This is positive feedback filled with more specifics. You might say: “Thank you for telling me that my offer was a bit off track. You stated what was true but your tone of voice was not judgmental and you seemed to understand that I made an honest mistake.”
3. *Appreciation:* This last method of more esteem-raising feedback is probably the least commonly used but goes to the next level. *Praise* is general, *acknowledgment* is specific, and *appreciation* speaks to the underlying qualities or character traits that fuel what you are praising or appreciating. Not everyone deals with life on this level. But if you are someone who does, and if your negotiating partner does, too, it is very enriching. To end with the example we have been using, you might say something like: “Thank you for your honesty in

telling me that. I think that took *courage*. It also took some *caring* on your part to do your best to not have me feel foolish for my obvious mistake.”

In summary, notice your impact on others. Do you act in ways that put down the other party? Do you stomp on their values during negotiations? Or, do you look for every available opportunity to raise the other’s spirits and to champion the other’s efforts? It is a no-brainer that negotiations that promote high self-esteem on both sides will produce more welcome results on both personal and business levels.

### **C. ourage**

Courage here means the ability to move through discomfort and uncertainty on behalf of a win-win negotiation.

Negotiations are filled with emotions. Pressures abound. Differing personal styles create degrees of comfort and discomfort. Most negotiators do not consciously check in on their feelings. There is a real drawback to pushing aside the emotions that are not only real within us but are also messengers (more to come on emotional intelligence in Chapter 3).

What is the connection between feelings and courage? You would not need courage if you were not afraid or apprehensive or cautious. These emotions, and others, can and do hold people back. If you are like most of us, they sometimes hold you back, too. If you were not raised in a family that dealt openly with emotions or have not taken it on yourself to consciously attend to your emotions, you may have an internal learning curve on this subject. But it is well worth it (again, more to come later).

Courage, then, is the ability, by degree, to face uncomfortable feelings. There are negotiators who use intimidation. They want to overpower you to get what they want. They are not win-win players. There are many reasons for their being that way, but

what you get to deal with is how they are in your negotiation sessions.

So stepping through the discomfort takes courage. Why would you do that? Because there is a lot at stake professionally and personally. Professionally, you have your success on the line in each and every negotiation. Personally, you have your values and self-worth (self-esteem) at risk.

For example, you are negotiating for a car with a bully salesperson. While it is always a choice to walk away, even that can take courage for some people. So you are in a discussion where it feels like the dealership is getting all of the benefits. Every time you request a possible concession they can give, perhaps upgrading the stereo system if you finance with them, they have an argument that denies you. You could cave in from the pressure to stop asking for what you want (because that is what it really is). Or you could bring the conversation to a halt, stand firm in posture, tone, and attitude, and explain why there will be no sale if they do not cooperate in trading. But to do that, you may well have to overcome the negative voices within you. You will probably have to acknowledge the knot in your stomach (fear) and say what you need to say in spite of old habits of backing down. All of that takes an inner strength and commitment from what we call *courage*.

Like everything else in life, increasing your courage will not simply happen on the spot in heated negotiations because you want it to. Increasing courage takes time and practice. It really needs to become a way of life. When you incrementally increase your ability to face your fears (large and small) on a daily basis, you will absolutely be stronger in times of greater challenge, like during intense negotiations.

“How do I increase my courage?” you ask. Again, this is a process that takes time, but you have to start somewhere. Start small—very small is fine. Take a moment to identify something that repeatedly causes you to feel a little uncomfortable—something that has held you back from asking for what you want or doing what you want. Examples are everywhere for most of us.

For instance, you might want to tell a best friend or partner something that has not set well with you for some time. What would make it a little easier for you to broach the subject? Think about what would be in it for them (W.I.I.F.M.) to do something about it. What tone of voice might you use in addressing your issue? How might you empathize with how they view things? Plan a strategy in advance as to what you will say and how you will say it. Have a plan for what you will do or say if they do not receive your comment or suggestion well. Step into your courage and give it a try.

After you have survived that (and you will), make it a practice—once a day works well—to do something a little courageous. Like any other muscle, the courage muscle needs exercise to be strong when it really counts.

And it really counts in negotiations. It certainly takes courage to lead the way to mutuality, when others do not know the way. They may actively buck the way. It can take courage to make requests for what you really want. But negotiations are typically a series of requests and responses. It takes courage to stand up for your personal values in the heat of some bargaining sessions. It takes courage to face conflict head on. But again, the more you practice anywhere, the more courage you will have everywhere.

### **T. ruth-Telling**

Truth-telling goes hand in hand with courage. Telling the truth can be defined as the avoidance of lying, deception, misrepresentation, and nondisclosure.

We start with lying. Let's define lying as an *intentional* misrepresentation of an objective truth. What happens in any relationship (and negotiators are in a bargaining relationship) when one person knowingly lies to the other? When the truth becomes known, when the act of lying is revealed, mistrust follows. Mistrust in a negotiation will inevitably turn it into a contest of wariness—win-lose if you will.

Even though we cover tactics in Chapter 16, an initial conversation fits in perfectly here. For the sake of this mutuality-based negotiations book, a *strategy* is defined as a plan of action designed to achieve a goal. A *tactic* is a purposeful set of actions designed to put you in a weaker position. There is quite a difference in intent and often in outcome between the two.

Let's come back to lying and the byproduct, mistrust, by using an example of a tactic. Let's say that you are negotiating while selling your car to a relative. Like a good negotiator, and even though they are kin, you spent a little time getting to know the potential buyer a bit better. You found more common ground and feel an even stronger degree of trust with your young cousin. You have also established your range and alternatives (more to come in Chapter 9). You know what your bottom line is: in this case, the least you will take for the car before walking away from the negotiation. You feel like you are at least in the general ballpark but you know you need to get more than is being offered. Then your relative uses the tactic "Empty Pockets." When still too far apart for a sale, he tells you the last figure offered is all he has; that is the absolute limit. You are torn because you need the money as a down payment for your next car, but after all, this is family. So against your inner voice of better judgment, you sign the title over to him despite being short the money you wanted from the transaction. Later, you find out from this cousin's older sister that their father basically told his son, your cousin, that he would fund the car with an amount quite a bit higher than your cousin admitted to. You were deceived! You were lied to! How does that make you feel? Disappointed? Angry? Resentful? These are not emotions that will have you wanting to see that cousin anytime soon.

The same set of dynamics occurs time and again in transactional or win-lose business negotiations. For a short-term gain, people lie or misrepresent and the result is always going to be future mistrust. If you were the liar, and if this is truly a one-time-only negotiation, you will not have to deal with the losing person's distrusting attitude again. Okay, the deception won't come back

to bite you from out there. But you will still have to live with yourself. Your integrity and authenticity have been compromised. Although you may have gotten the physical gain, you are losing on the ethical plane.

But the process of negotiating is not a simple one. We can't kid ourselves; negotiating is a dance of revealing and not revealing. A good negotiator never puts everything on the table unless the relationship is deeply established; a tried and true history of trust. But there is a major difference between intelligently encouraging discovery of what the other has and will give and trying to take him or her for all they are worth via lying.

Still, it is hard for many of us to be as truthful as would serve a mutuality-based process. Many of us have been trained from an early age to lie to protect ourselves, to cover our butts. Or at least not tell the whole truth. Our training starts with not wanting to get "in trouble" with our parents and teachers and continues on to our relationships with our boss. Every layer of holdback weakens trust and diminishes possibilities. If disclosure equals trust and we are afraid to tell the truth (to disclose), the process stumbles and bumbles along.

Truth-telling is even more powerful when it is compassionate. Empathy again comes into play. Look ahead to see what the impact might be on the other person from your truth-telling. This is not a license to blast people with your truth. Remember, whatever you have to say is only your perspective. So tell the truth as you see it with some wiggle room for others to have a different reality. Then try to meet somewhere in the middle.

## Mutuality, Proactivity, and R.E.S.P.E.C.T. Summary

You are a powerful force for the good when you negotiate with mutuality at the center of the process, when you lead the way proactively and with positivity, and when everything you do is done with R.E.S.P.E.C.T.

**Questions to Ponder**

- What has been your training regarding win-lose?
- What has been your experience of win-win?
- What would be in it for you (W.I.I.F.M.) to be more mutuality-based?
- How reactive are you in your day-to-day life?
- How proactive are you?
- What are your leadership strengths and weaknesses?
- What is your current degree of responsiveness?
- How empathetic have you been of late?
- Are you willing to look for five opportunities a day to empathize?
- What is your attitude about being of service; everywhere?
- How will you find ways to be of service more often?
- What can you do to improve your awareness about perspectives?
- At any given moment, what perspective are you in?
- How is that perspective serving you?
- What do you need to do to find a better point of view to act from?
- What is your general current level of self-esteem?
- What can you do to bolster your own esteem?
- Are you willing to look for opportunities to raise self-esteem in others?
- On a scale of 1 to 10, what is your current overall level of courage?
- What kinds of things provoke fear or discomfort in you?
- What will you do to confront your fears more regularly?
- What is your current degree of truth-telling?
- What happens within you and in the outside world when you lie?
- How does it feel when you tell the truth?

Let us also add a tool here that will help you solidify your takeaways for the rest of the book. If you just read through the pages and do not practice, you may remember only about 5 percent of the tips, tools, and insights here. That is a horrible waste of your precious time. If you are not familiar with S.M.A.R.T. goal-setting, let us explore what it is and how it will be useful to you.

(By the way, if you look up S.M.A.R.T. on the Internet, you will find many, many variations. I had to choose one for simplicity here, but find the version that works best for you.)

Here are the basics to start with using one of the many models:

### **S.M.A.R.T. Goals**

S. pecific

M. easurable

A. ctionable

R. elevant

T. ime Bound

Let us use an example involving empathy. Often, people will start to move toward a desired change with self-talk like, “I want to improve empathizing.” They think that is a goal. It really is just a nice intention. We call that non-S.M.A.R.T. desire a wish and not a goal. Now let us enhance the probability of your actually succeeding in the direction of empathizing and put S.M.A.R.T. goal setting into play:

*Specific:* I will find ways to practice empathizing with my friends Peter and Christie.

*Measurable:* I will look for five instances in each of the next three days to empathize with them.

*Actionable:* Because I will be seeing Peter and Christie this coming weekend, and because I know what empathy is and have

a desire to improve my empathizing, I can indeed take actions to practice.

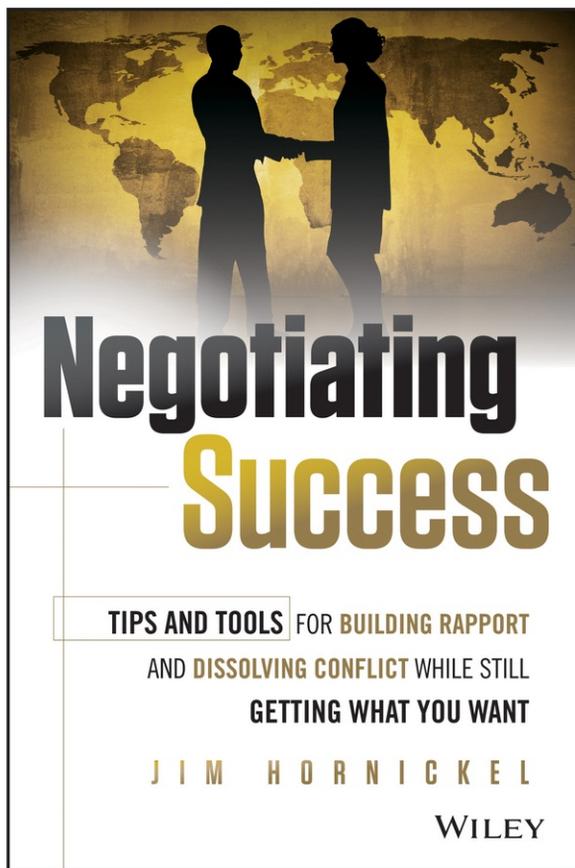
*Relevant:* I know that empathizing does bring people together and I want to improve my negotiation relationships, so this is very much relevant to that goal.

*Time bound:* I will look for these empathizing opportunities this coming weekend starting on Saturday morning, April 6, at 10 a.m. and ending this small pilot test program at 5 p.m. on Monday, April 8.

You can see how clearly this methodology brings more probable success of your goal to improve your empathizing skills.

In all of the chapters following, we strongly recommend that you take the time to anchor your learning with S.M.A.R.T. goal setting. Otherwise, you will retain as little as 5 percent of what you read.

<b>Goals for Success</b>
<p>From the answers you get to the questions above, write S.M.A.R.T. goals that will lead to greater success with mutuality, proactivity, and R.E.S.P.E.C.T.</p> <p><b>S.M.A.R.T. Goals for Mutuality, Proactivity, and R.E.S.P.E.C.T. Success</b></p> <p>S. pecific</p> <p>M. easurable</p> <p>A. ctionable</p> <p>R. elevant</p> <p>T. ime Bound</p> <p>I will _____</p>



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# PRAISE FOR NEGOTIATING SUCCESS

"*Negotiating Success* is an inspiring book that skillfully integrates the hard and soft skills needed to ensure win-win outcomes in negotiations. The reader will raise his/her emotional intelligence, learn new concepts based on the latest brain research, understand the principles of ethical influence, and gain the skills and steps necessary for intelligent negotiations. Hard skills with soft edges—that's the winning formula!"

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—**Larry Hunt**, HR Director, Smith College

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