



# Negotiation Skills

for Sales Professionals

Never Cut What You Can Untie.

Size: W 300 x H 5

**Strategic Concepts (India) Pvt. Ltd.**

स्ट्रेटेजिक कंसेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**  
THINKING AS AN ADVANTAGE IN NEGOTIATION

**Negotiation  
is a competitive sport.**

---

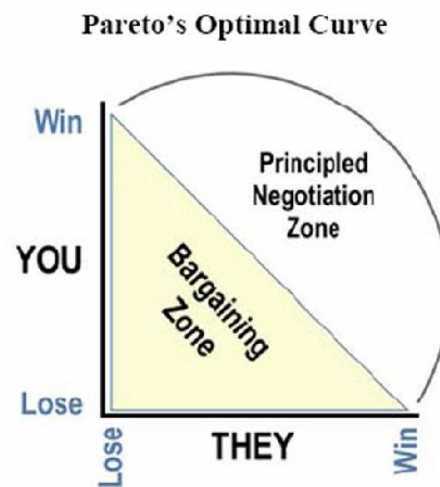
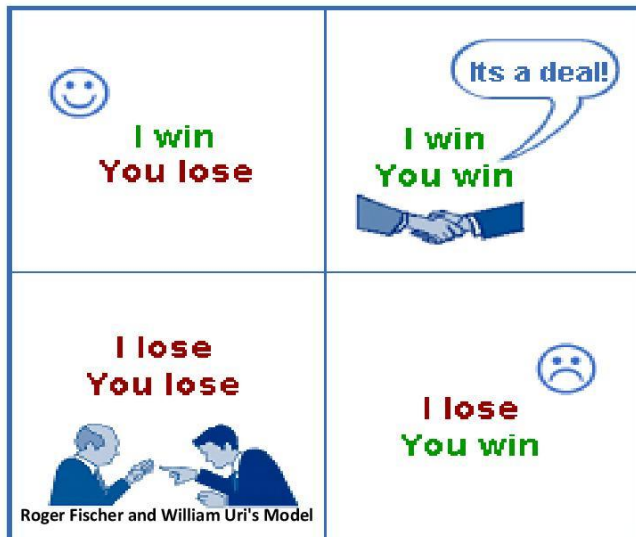
**TRUE / FALSE**

Size: W 300 x H 5

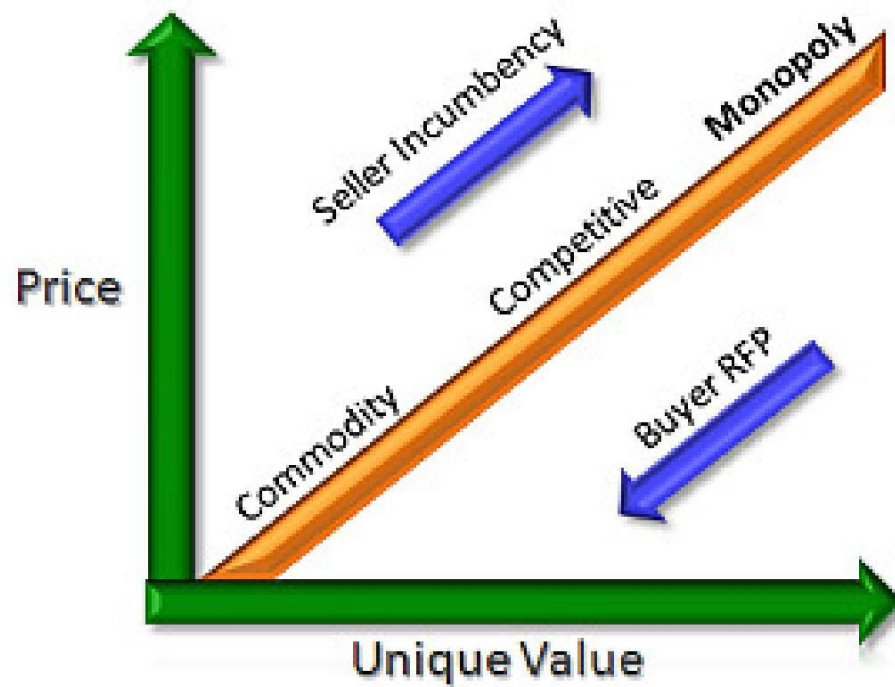
**Strategic Concepts (India) Pvt. Ltd.**

स्ट्रेटैजिक कॅन्सेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**  
THINK AND DESIGN IN STRATEGY



## K&R's Leverage Slope™



Size: W 300 x H 150



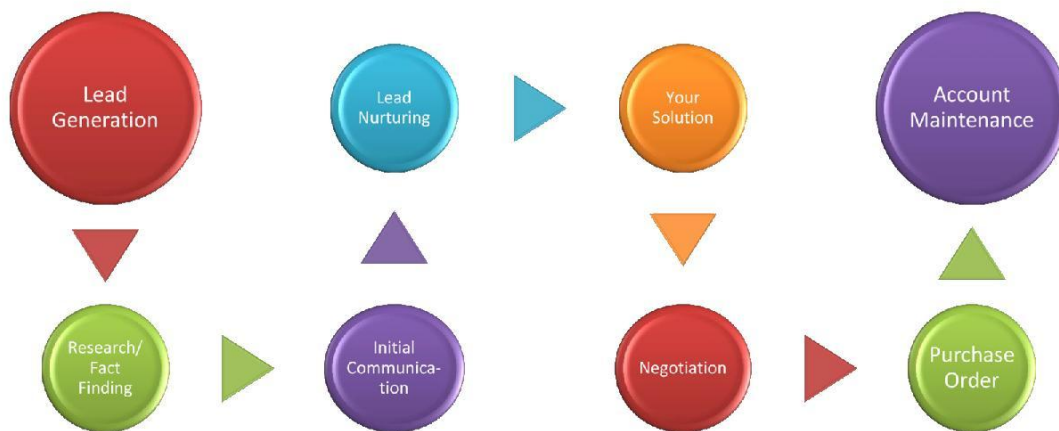


Size: W 300 x H 5

# When does negotiation start?

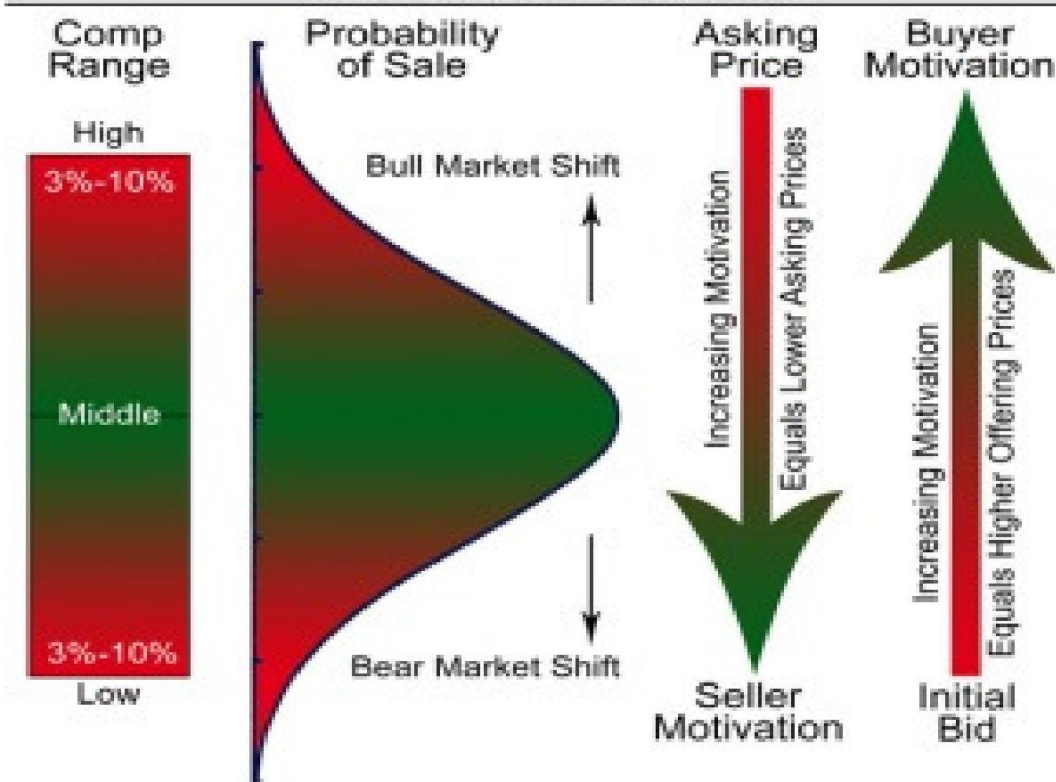


LEAD → PROSPECT → CUSTOMER

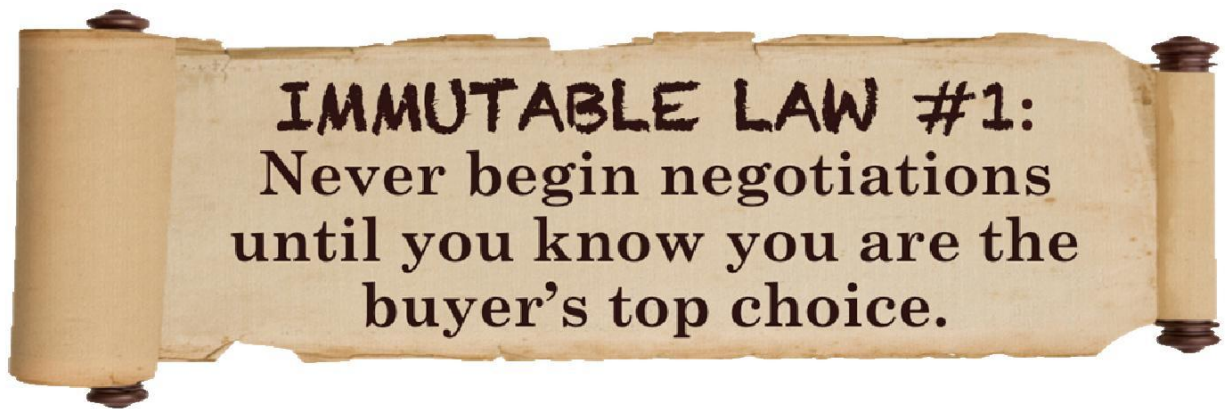


Size: W 300 x H 5

## Concepts in Negotiation



Size: W 300 x H 1



**IMMUTABLE LAW #1:**  
Never begin negotiations  
until you know you are the  
buyer's top choice.

**Customers do not buy price. They buy risk.**

Size: W 300 x H 5

**Strategic Concepts (India) Pvt. Ltd.**

स्ट्रेटैजिक कॅन्सेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**



## 4 Stages of Negotiation

### Prepare

- Assess objectives - yours and theirs
- Decide on areas of possible flexibility
- Plan approach and sequence of events

### Discuss

- Exchange positions and issues
- Create a positive working climate
- Listen carefully and question thoroughly

### Propose

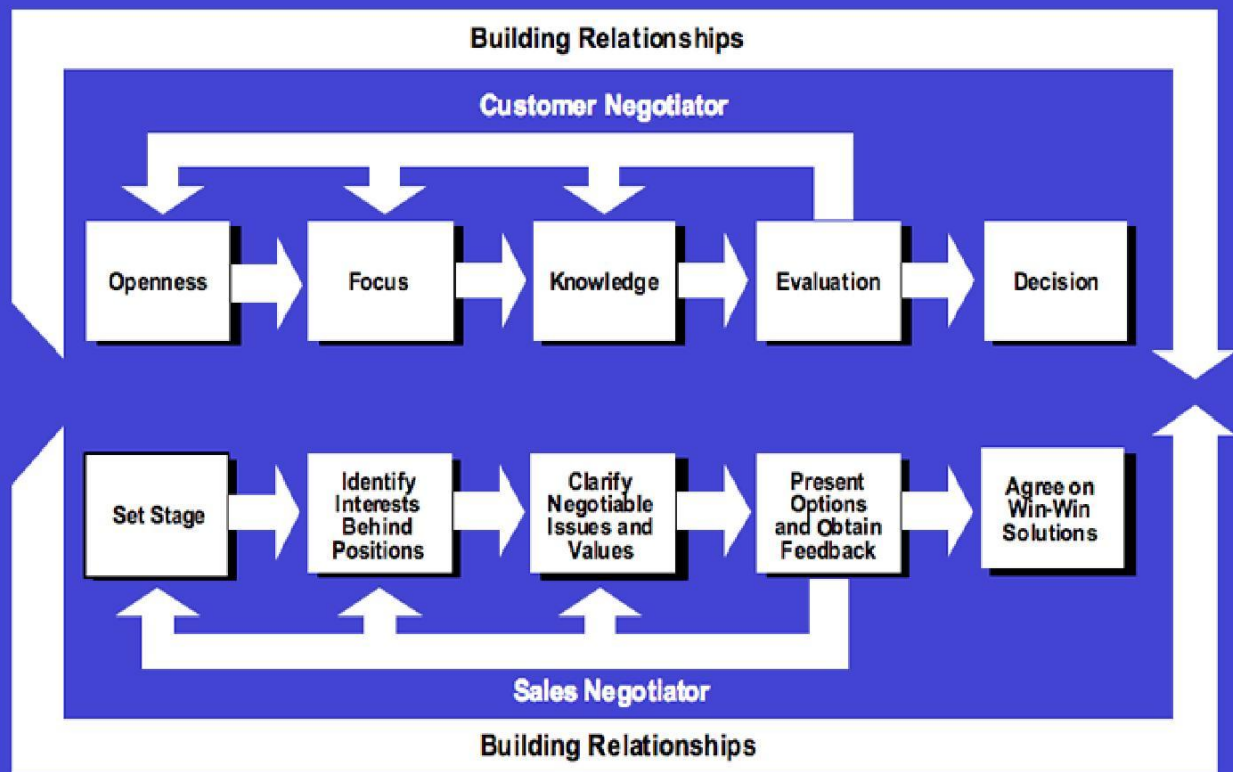
- Specify what you want
- Seek compromise - get a win/win if possible
- Remember optimum and fallback positions

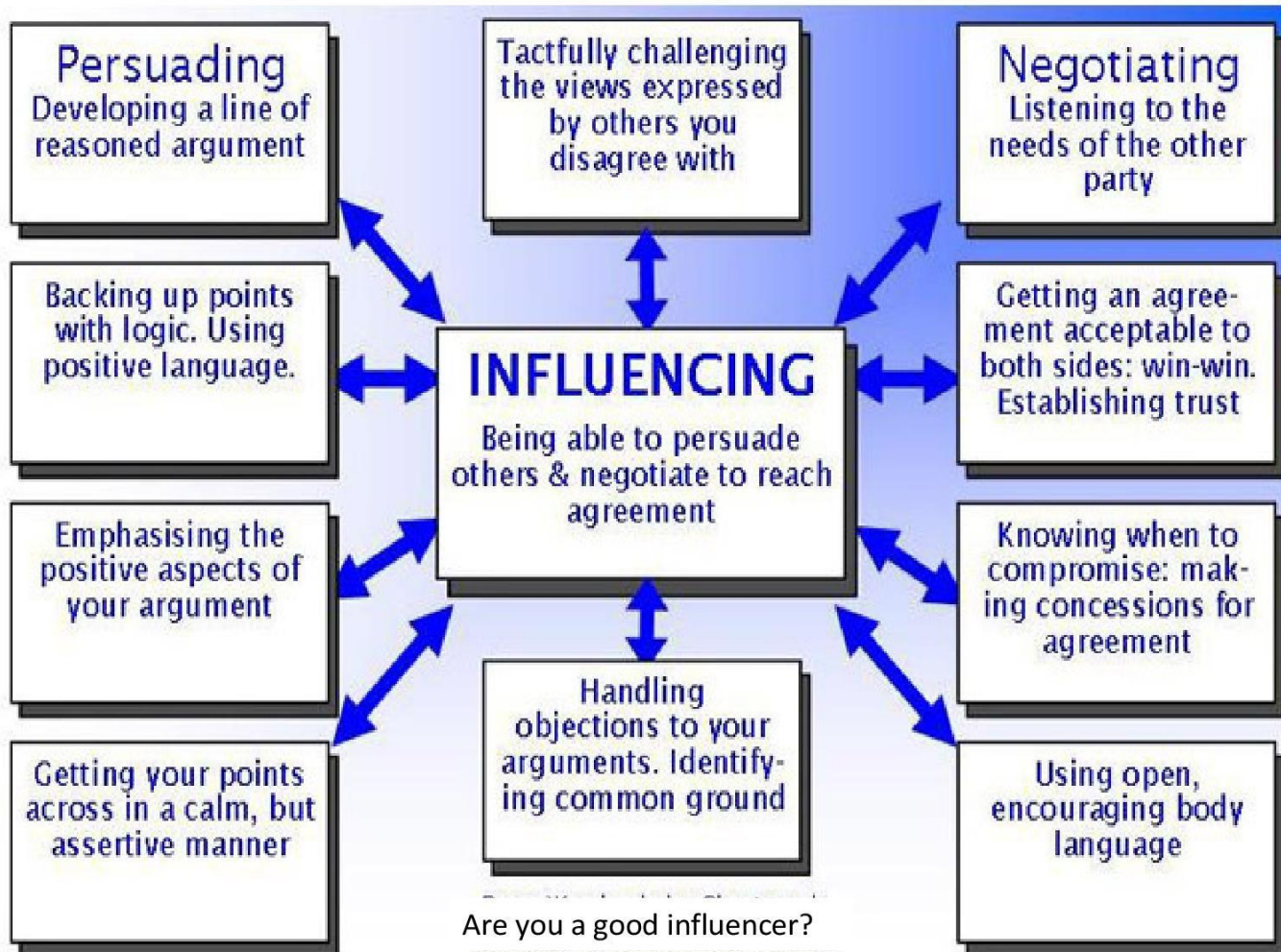
### Bargain

- Ask for what you want - modify if you need
- Don't concede without exchanging
- Reiterate the value of your solution

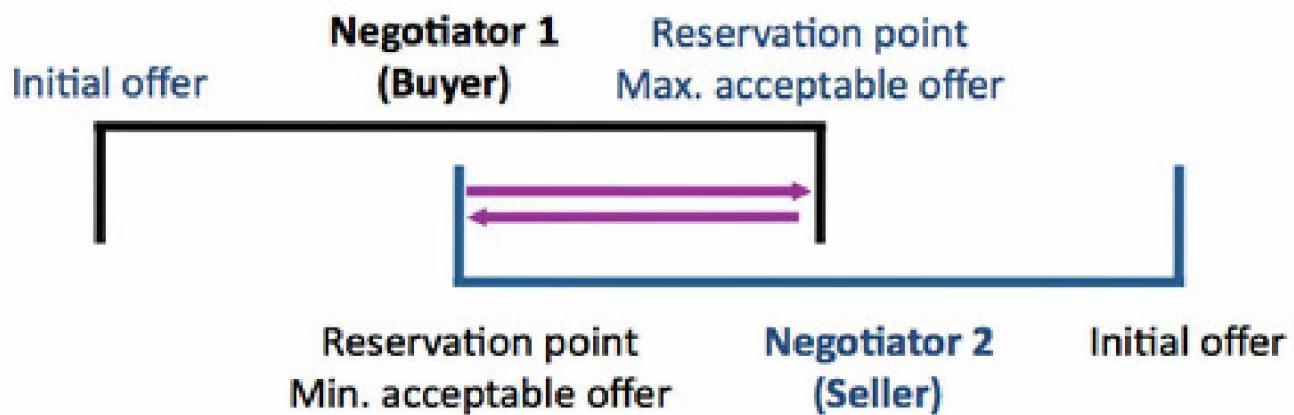
Size: W 300 x H 5

## Collaborative Negotiating Strategy Model

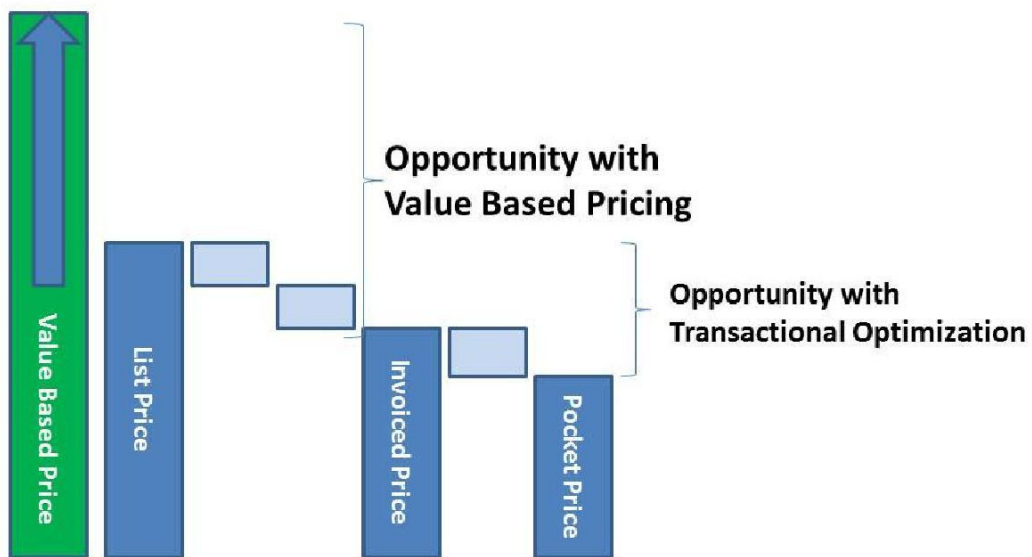




# Better Agreement to Negotiated Alternative. (BATNA)



Size: W 300 x H 5



## Where to Focus Optimization Effort?

[Click to Enlarge](#)

Size: W 300 x H 5

Strategic Concepts (India) Pvt. Ltd.

स्ट्रेटैजिक कॅन्सेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**  
THINKING AS YOU DESIGN

# DO YOU KNOW YOUR BATNA?



Size: W 300 x H 5

Strategic Concepts (India) Pvt. Ltd.

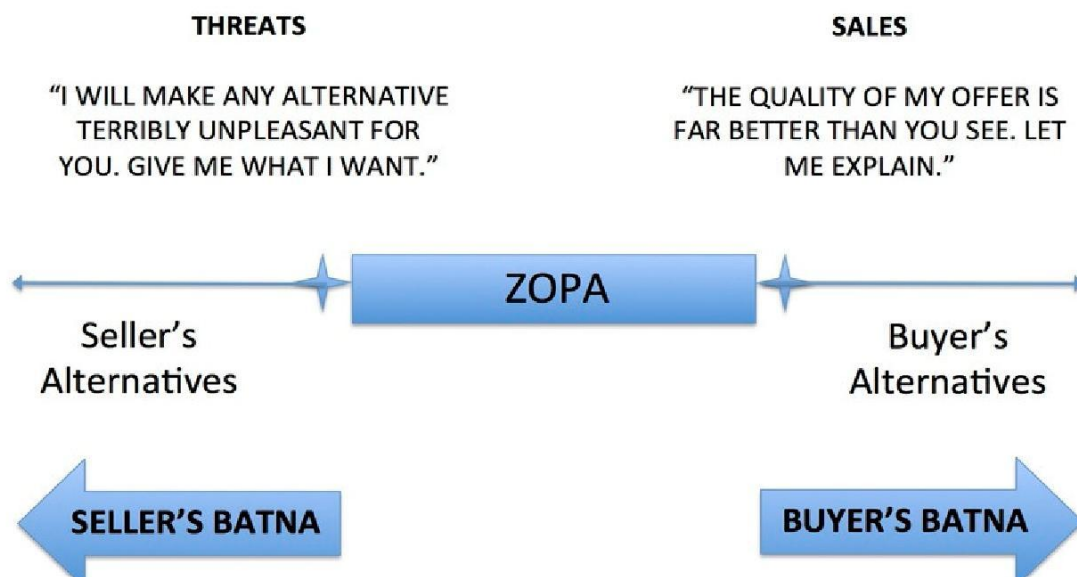
स्ट्रेटैजिक कॅन्सेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**  
THINKING AS A STRATEGY TO SUCCEED



**ZOPA: ZONE OF POSSIBLE AGREEMENT**

## SALES & THREATS



Size: W50X H3



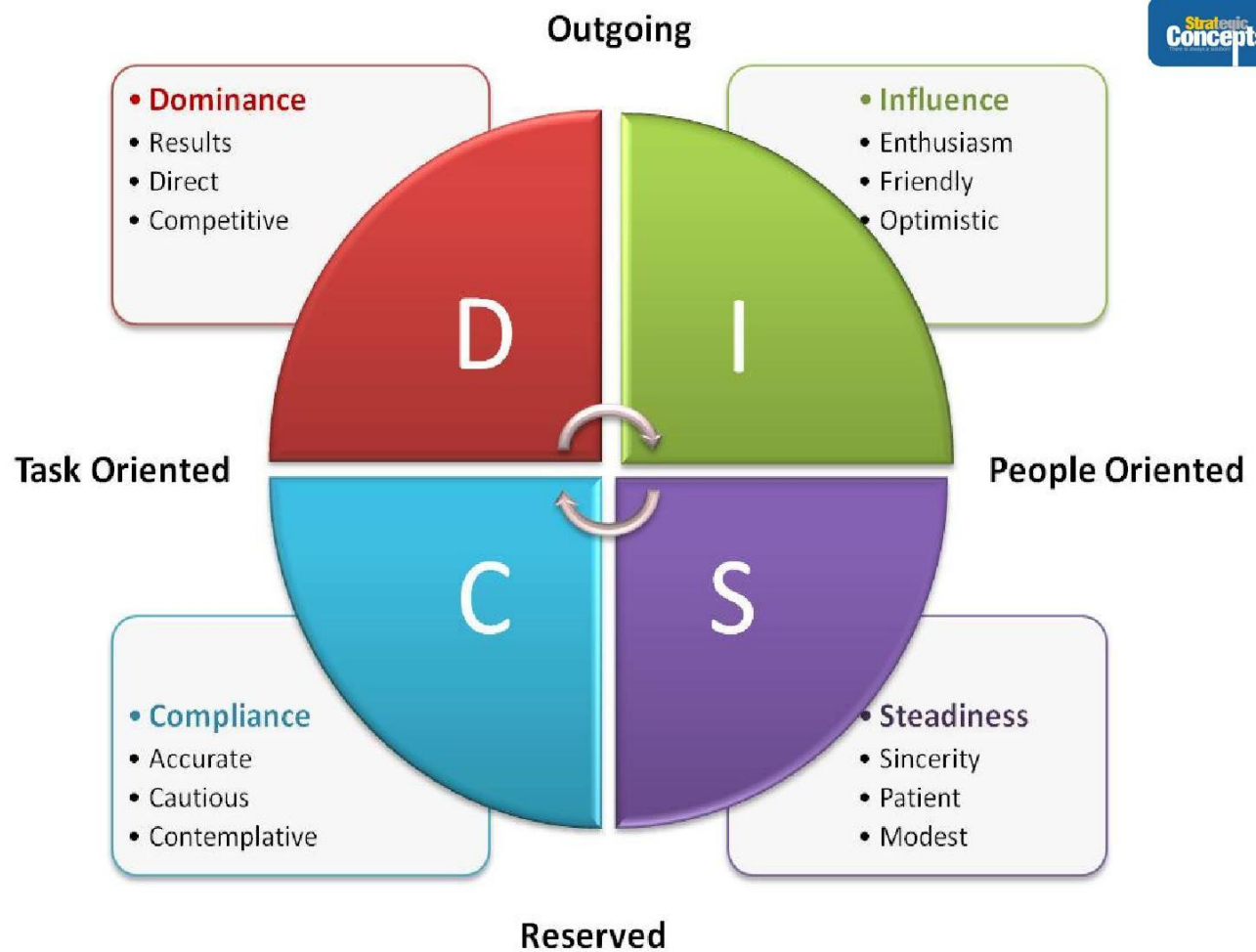
Size: W 300 x H 3

**Strategic Concepts (India) Pvt. Ltd.**

स्ट्रेटैजिक कॅन्सेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**  
THINKING AS A STRATEGY TO SUCCEED







Size: W 300 x H 5

# The Three Dimensions of Negotiation

Our research shows that negotiations succeed or fail based on the attention executives pay to three common dimensions of deal making.

|     | Focus                                | Common Barriers                                                          | Approach                                                                             |
|-----|--------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1-D | Tactics<br>(people and processes)    | Interpersonal issues,<br>poor communication,<br>“hardball” attitudes     | Act “at the table” to<br>improve interpersonal<br>processes and tactics              |
| 2-D | Deal design<br>(value and substance) | Lack of feasible or<br>desirable agreements                              | Go “back to the drawing<br>board” to design deals<br>that unlock value that<br>lasts |
| 3-D | Setup<br>(scope and sequence)        | Parties, issues, BATNAs,<br>and other elements<br>don’t support a viable | Make moves “away<br>from the table” to create<br>a more favorable scope              |

Copyright © 2003 Harvard Business School  
All rights reserved.

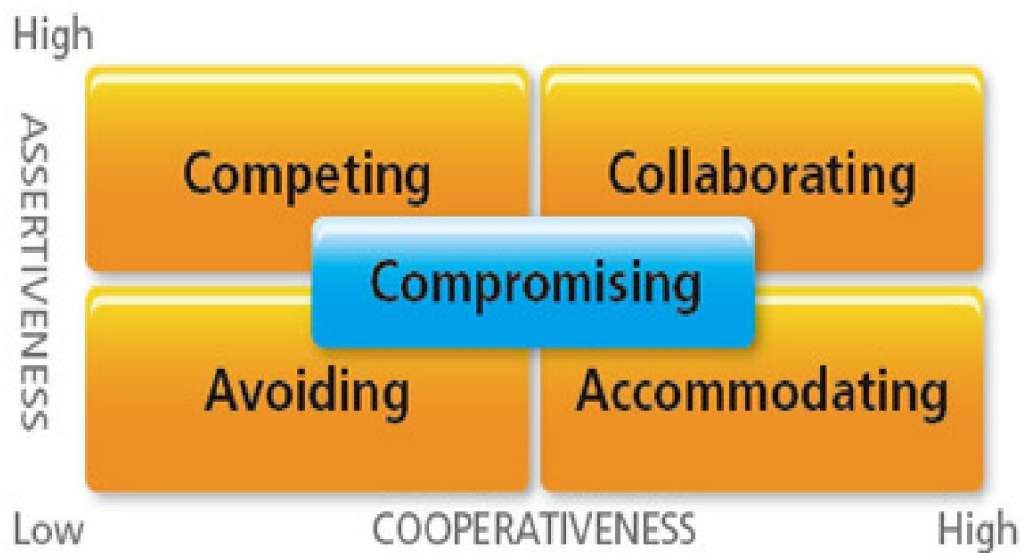
Size: W 300 x H 5

Strategic Concepts (India) Pvt. Ltd.

स्ट्रेटैजिक कंसेप्ट (इंडिया) प्रा. लि.



## Possible Outcomes of a Negotiation



Size: W 300 x H 150

# Negotiators Tool Kit



Size: W 300 x H 5

Strategic Concepts (India) Pvt. Ltd.

स्ट्रेटैजिक कॅन्सेप्ट (इंडिया) प्रा. लि.

**Strategic  
Concepts**  
THINKING AS AN ADVANTAGE IN NEGOTIATION



स्ट्रेटेजिक कॅन्सेप्ट (इंडिया) प्रा. लि.