



# Negotiation Skills

for Sales Professionals

Never Cut What You Can Untie.

S29\_W30X\_H3

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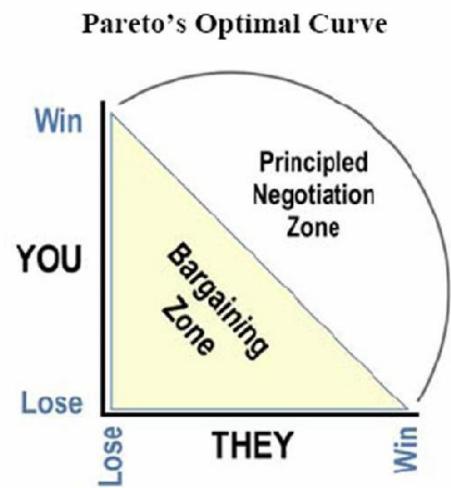
# Negotiation is a competitive sport.

# TRUE / FALSE

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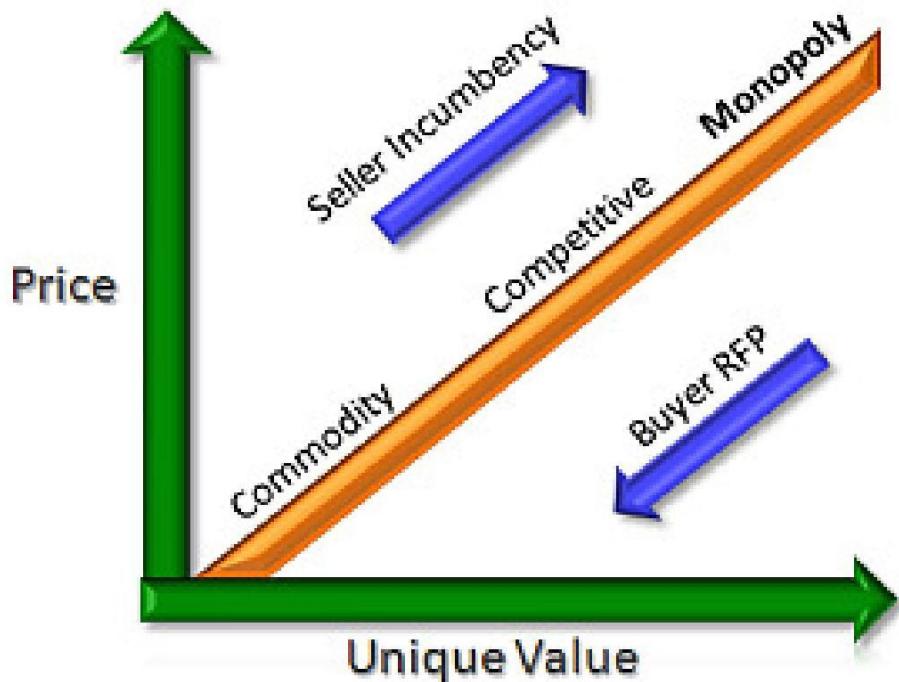
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## K&R's Leverage Slope™



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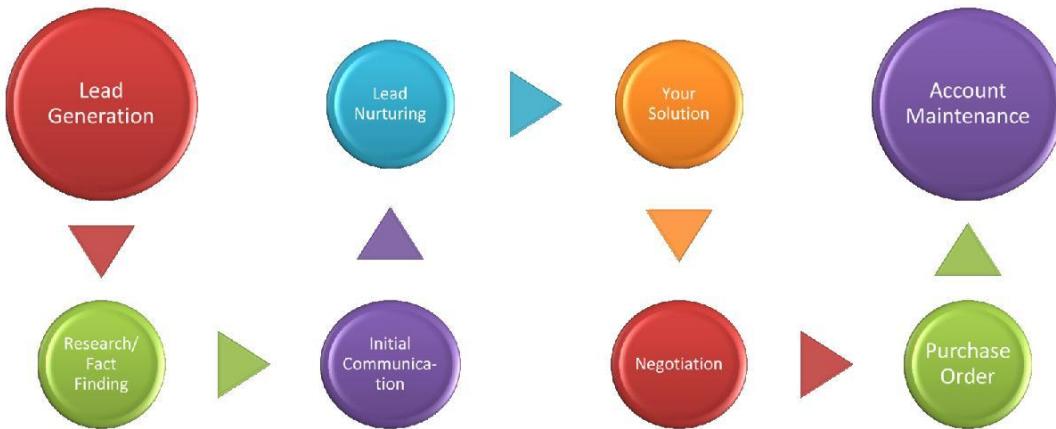
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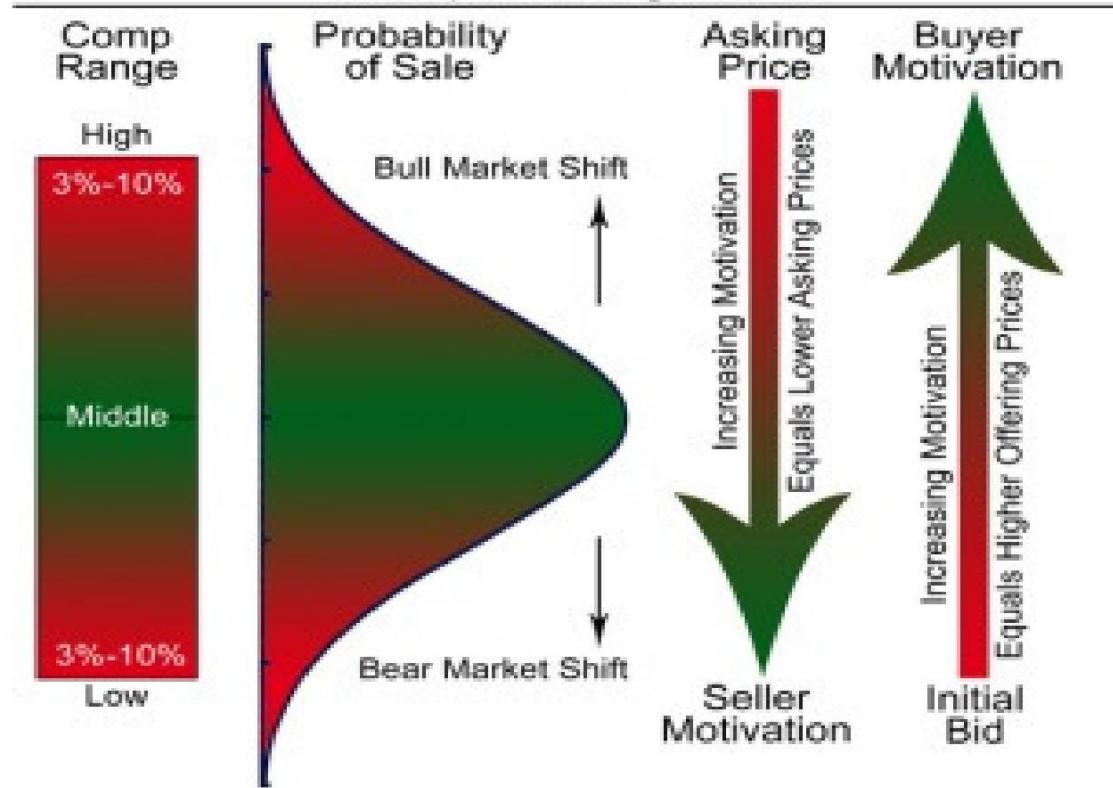
# When does negotiation start?

**LEAD → PROSPECT → CUSTOMER**

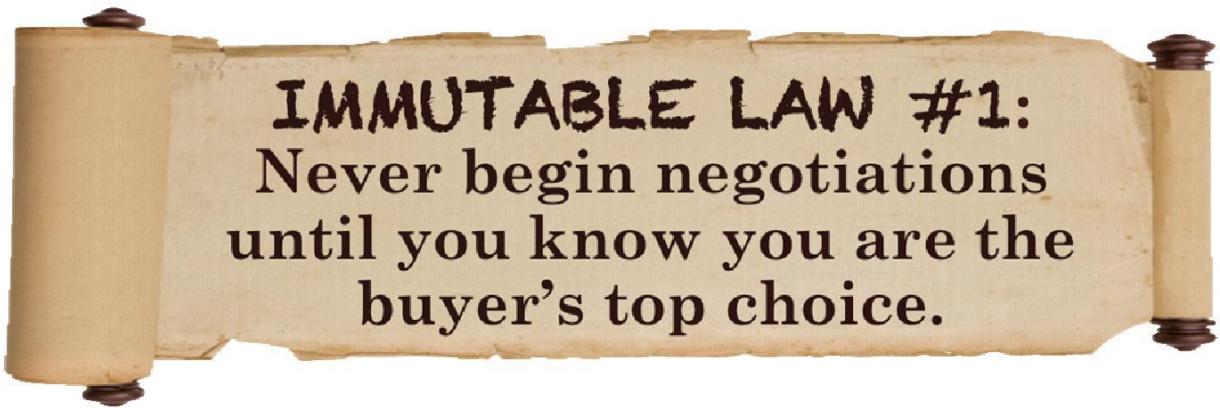


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## Concepts in Negotiation



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

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

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## 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

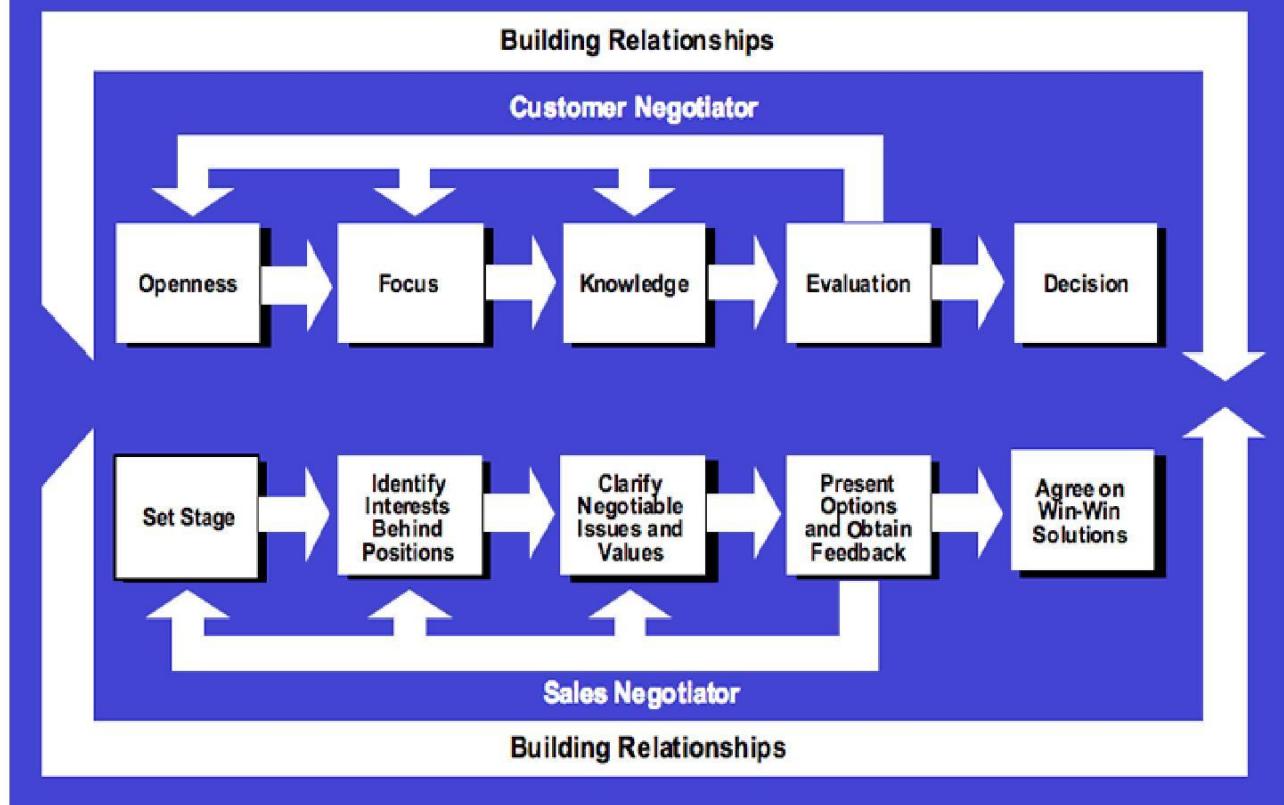
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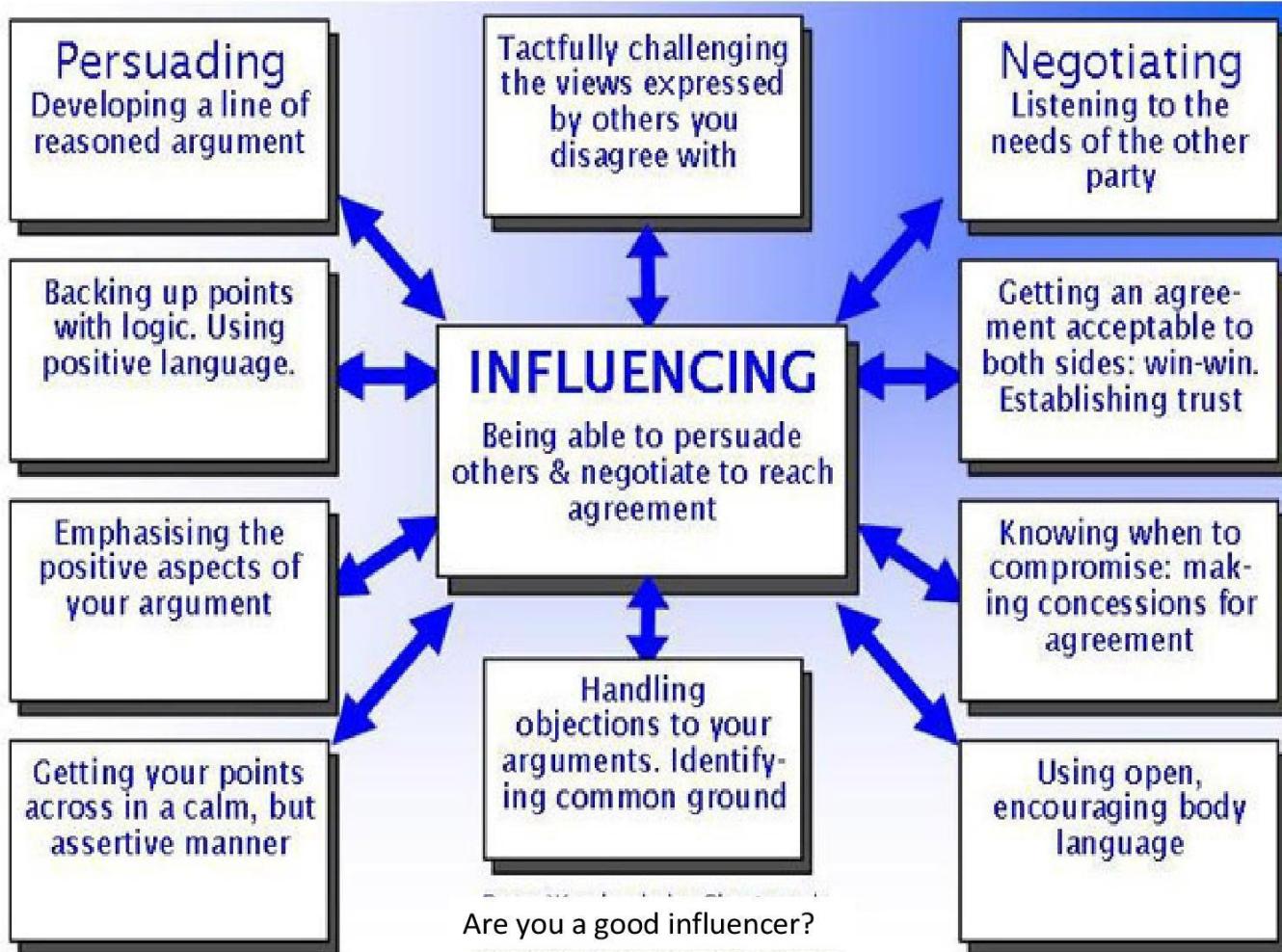
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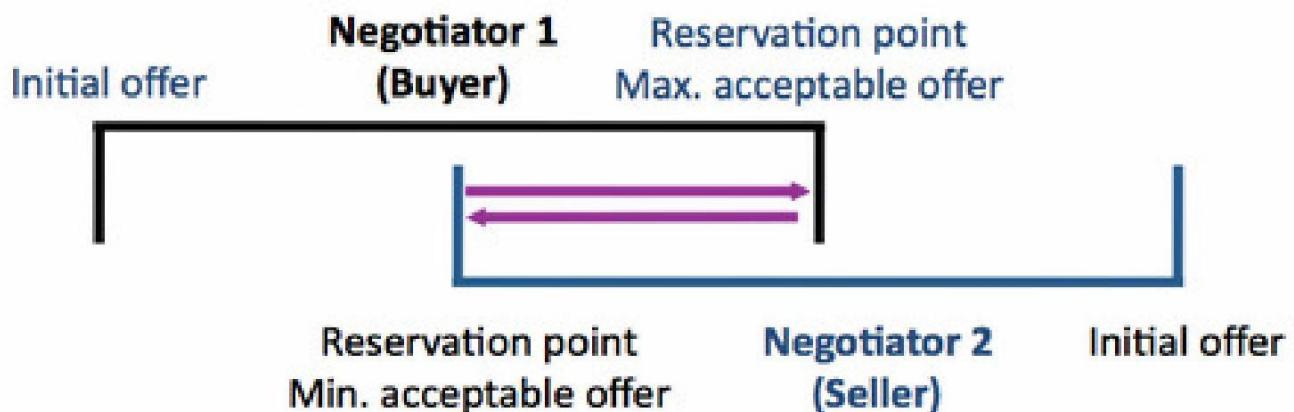
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## Collaborative Negotiating Strategy Model





# Better Agreement to Negotiated Alternative. (BATNA)

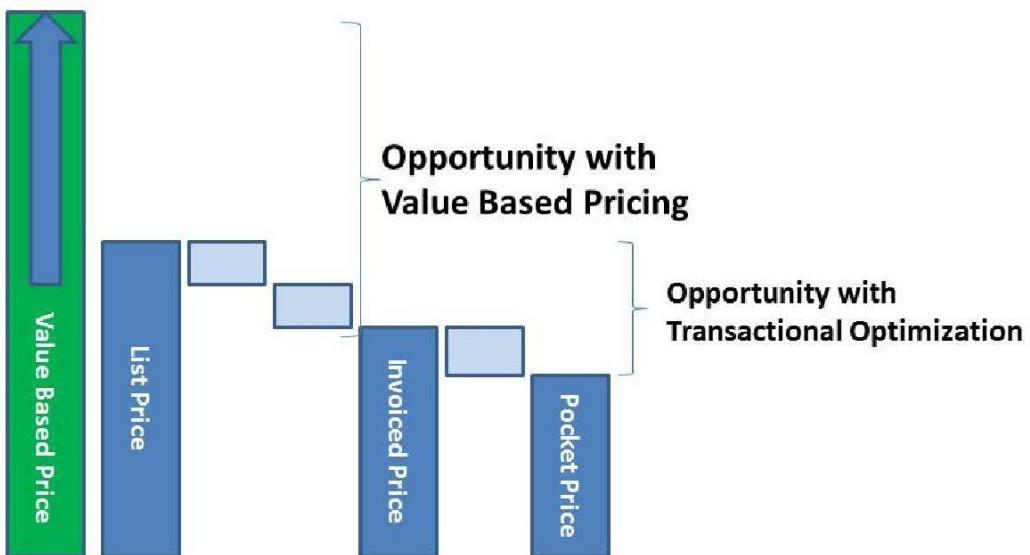


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## Where to Focus Optimization Effort?

Click to Enlarge

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# DO YOU KNOW YOUR BATNA?



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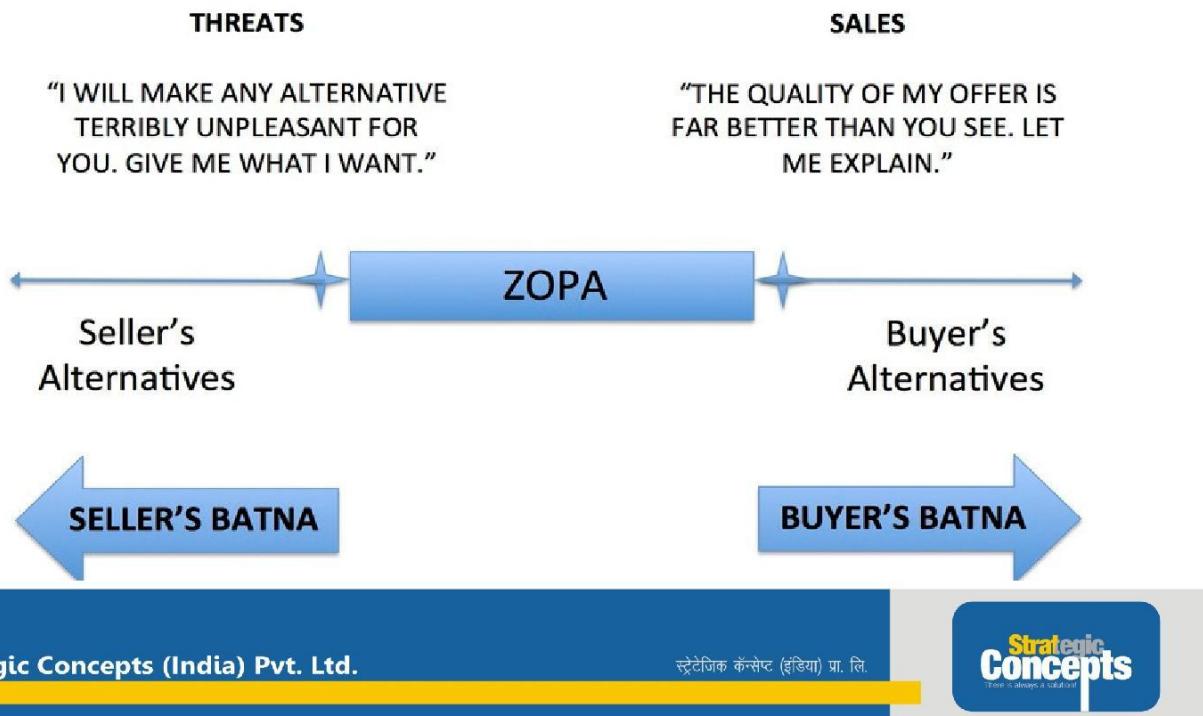
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## ZOPA: ZONE OF POSSIBLE AGREEMENT

# SALES & THREATS



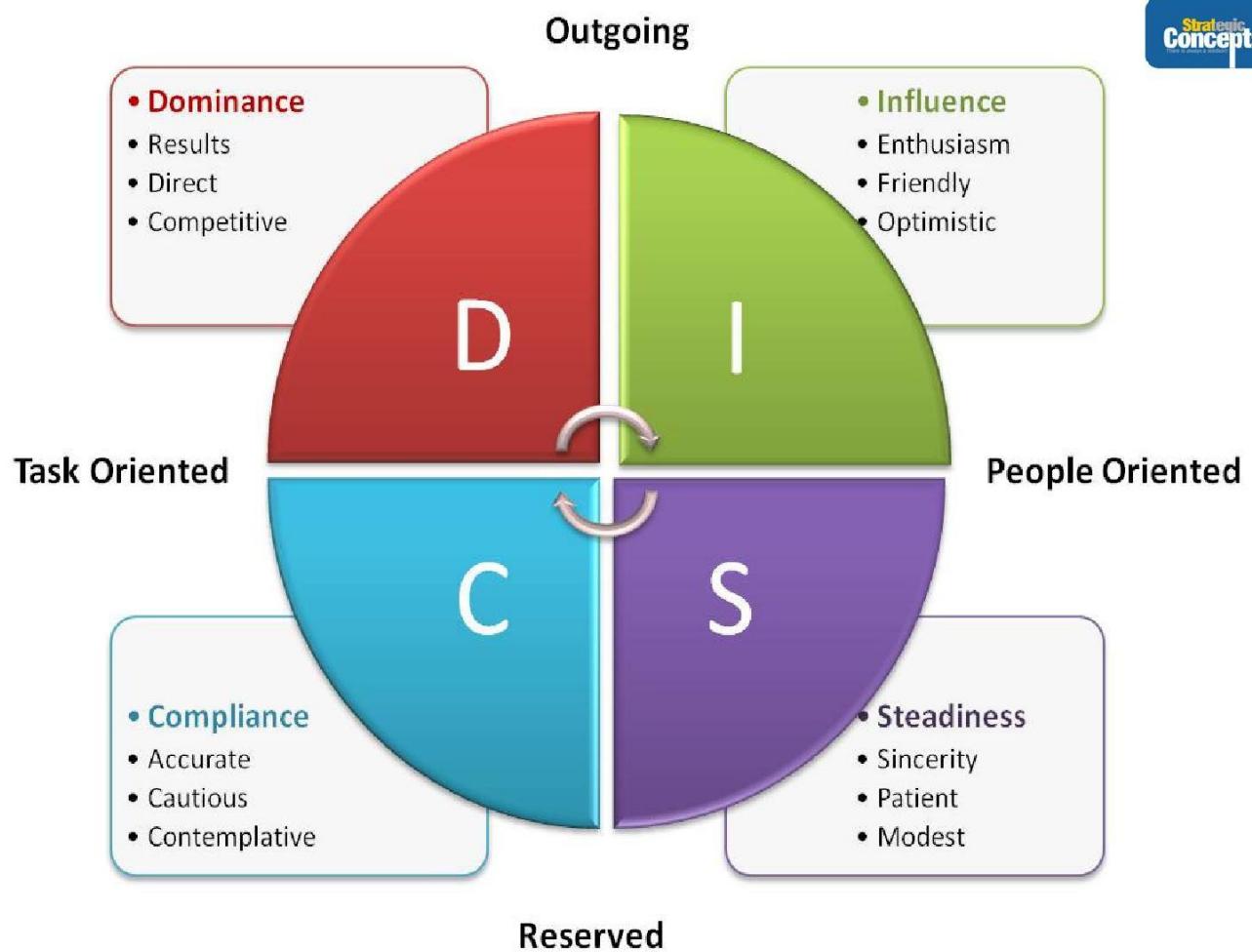


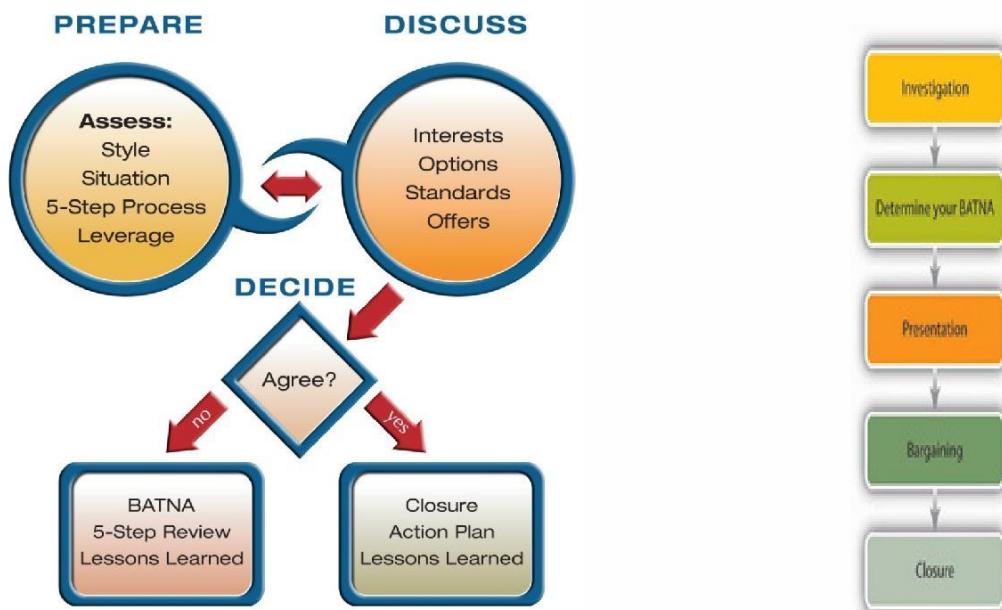
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# The Three Dimensions of Negotiation

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

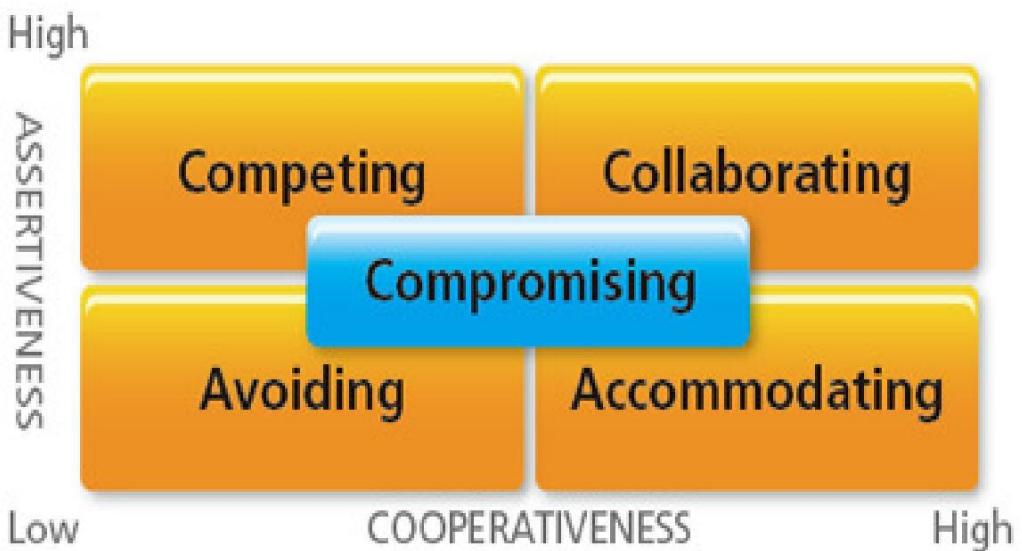
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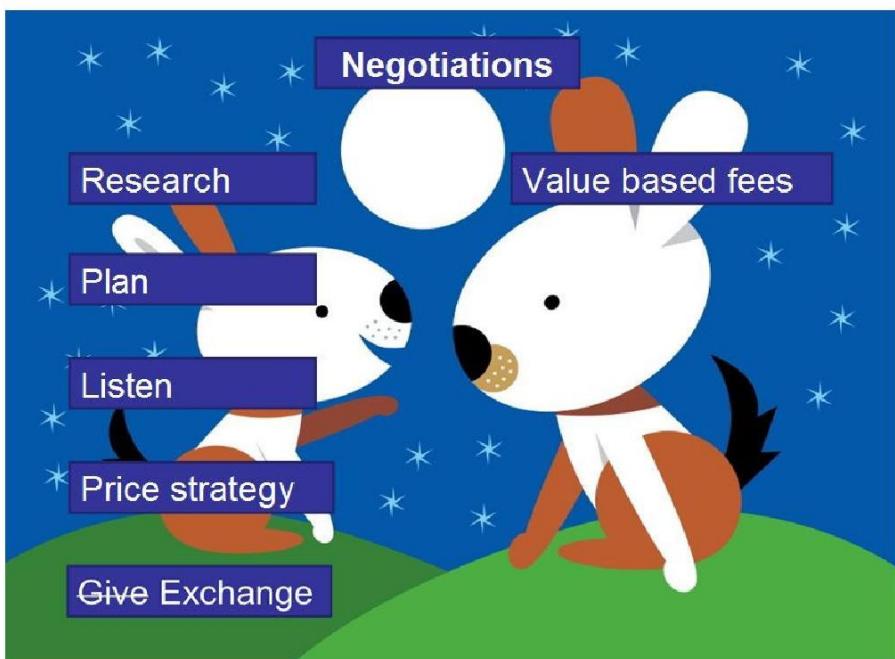
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# Possible Outcomes of a Negotiation



# Negotiators Tool Kit



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There is a way & method

