

1: Some Examples of Win-Win Negotiations

In today's age of head-to-head competition, it's the Win-Win negotiator who always comes out on top -- while making his employees, fellow workers and even his competition look good, too.

Any negotiation--whether it involves settling on the price of a product or service, agreeing to the terms of a job offer, or simply deciding on a bedtime for your children--ends in one of five possible outcomes: But what about the other two outcomes? At first, it may seem that this is the ideal situation for you. But think about it. If you have ever lost a negotiation, you know that the feeling is not pleasant. A good example of this situation occurred when I was a salesman in the printing business. I had a client who purchased printing on a regular basis. This person had a reputation for being both a shark and a jerk. Not only would he beat down my price, but he would also be rude and verbally abusive through every step of the job. After several jobs, however, it became apparent to me that the stress of working with this individual was costing me more time, energy and grief than the jobs were worth. Eventually, I began quoting his jobs at twice the normal markup and refusing to budge on the price, changing the balance in this lopsided relationship. But how do you accomplish this ideal situation? There are four keys: Avoid narrowing your negotiation down to one issue. When you focus on just one issue, there can be only one winner. A common example is arguing over the price of something. Realize that the other party does not have the same needs and wants you do. Negotiators often think they know what the other party wants. Salespeople may assume that buyers want to pay the lowest possible price for a product. But many buyers have other needs that may influence their decision to buy. This knowledge allows the salesperson more negotiating room. Believe point number two in your heart. Most novice negotiators acknowledge that the other party probably does not have the same goals they do, but once the actual negotiation commences, this acknowledgement vanishes from their mind. At the time, the Chrysler Corporation was fighting for its financial survival, and its only hope was to obtain a guaranteed, subsidized loan from the U. Unfortunately for Chrysler, it seemed the majority of Americans were dead set against the government bailing the company out. They needed to keep their constituents happy, not save the Chrysler Corporation. Not surprisingly, when the vote was taken, the loan passed by a margin of 2 to 1 in the House and 53 to 44 in the Senate. Since Chrysler paid back the loan in full three years later, this negotiation left everyone winners. When both parties walk away from a negotiation with a good feeling, they will probably be willing to negotiate with each other again. Using all your skills to ensure that you and the other party feel like winners is simply good business! He travels internationally training procurement specialists, sales professionals and other leaders in the art of negotiation.

2: Win-Win Negotiation - Communication Skills Training from www.enganchecubano.com

From win-lose to win-win. In the s, the way in which people thought about negotiation changed dramatically, writes Massachusetts Institute of Technology professor Lawrence Susskind in his book Good for You, Great for Me: Finding the Trading Zone and Winning at Win-Win Negotiation (PublicAffairs,).

Some make us great negotiators, others hinder our abilities. Negotiating is an ancient craft, a delicate mix of art and science, style and substance. It prizes intuition as highly as intellect, good sense as much as hard numbers. It requires emotional detachment and a high aspiration level. It can be a game of power, real as well as imagined. Some people play the game masterfully while others only dimly understand it. They have the necessary knowledge, experience and skills to navigate the negotiation process with all of its rules, rituals, strategies and tactics in a way that achieves mutually acceptable results. Here is my top 10 list. There are definitely others that are valuable, but without these 10 essential characteristics, the negotiation game will be much more difficult to master. Leave little to chance. Negotiation is a dynamic process with numerous moving parts, all of which are negotiable. They expect the unexpected and prepare accordingly: Who am I negotiating with? Why are we negotiating? Where is the best place for the negotiation to take place? What is the timeframe for the negotiation? How will I manage the negotiation? What are the key issues and outside influencing factors? Do I understand them? Opening offer or counter offer? What are the independent standards i. Do I have a prioritized list of potential concessions and trade-offs? How do I break a potential deadlock? Just as improvisational actors prepare a great deal before they act, the more prepared you are to negotiate, the easier it is to improvise. Be patient, persistent and creative. Negotiation is a complex process that takes time. Progress usually comes in small increments. Impatient negotiators who lack persistence often leave potential results on the table and make costly mistakes. The most successful and effective negotiators are the most creative. During a negotiation, patience means not being rushed into a decision because the other party is looking for a resolution. Listen, listen and then listen some more. Gathering information and then thoroughly understanding that information takes precedence over sharing information. Active listening techniques they suspend judgment and focus on understanding what is said by their counterpart. Reflective listening techniques they repeat, summarize or reflect back to their counterpart what they just heard in question format. Standard techniques of good listening are to pay close attention to what is said, to ask the other party to spell out carefully and clearly exactly what they mean, and to request that ideas be repeated if there is any ambiguity or uncertainty. Empathy builds rapport, encourages information sharing, establishes mutual respect and moves the negotiation forward in a positive direction. The most important tool, the No. Be sensitive to nonverbal cues. Experienced negotiators are really good at sending nonverbal cues meant to disguise information, and in some cases, outright deceive their counterparts. When messages delivered verbally conflict with messages delivered nonverbally from the eyes and voice, experienced negotiators tend to attribute more credibility to the nonverbal messages. When the eyes say one thing, and the tongue another, a practiced man relies on the language of the first. Ralph Waldo Emerson 6. If you react emotionally, the consequences tend not to be in your best interests and usually make a bad situation worse – not better. Half our mistakes in life arise from feeling when we ought to think and thinking when we ought to feel. Be an innovative and creative problem-solver. And so they should be. This requires both negotiators to view problem issues as opportunities rather than impossible barriers: Propose trade-offs what ifs: Remember, the most successful and effective negotiators are the most innovative and creative. What makes many negotiations seemingly impossible to resolve? It is an exercise in flexibility. The opening offer or counter offer is never the final mutually acceptable solution. Yes, all generalizations are false including this one! Experienced negotiators go through the habitual ritual of developing: As the negotiation unfolds, you must be both flexible and adaptable in order to effectively tolerate conflict and stress. Learn from your mistakes. My mistakes, I find, are my best teachers. A negotiator needs to learn. A mistake is only temporary; the failure to learn is permanent. Adopt a Results with Relationship approach. They avoid confrontation, intimidation, blaming, constantly interrupting, talking over top of the other, putting others on the defensive or threatening their

self-esteem. They remain calm, cool and collected throughout. Their continuing movement is towards a fair and mutually acceptable solution. Three characteristics that distinguish good negotiators: You must have considerable knowledge about the negotiation process and that includes its rules, rituals, strategies and tactics. Got all 10 above? Do you know the primary reason leaders and potential leaders fail today? An emotionally intelligent communication, negotiation and relating strategy that maximizes a minimum amount of time to consistently achieve successful results and develop effective relationships. Enhance your personal, business and professional credibility, respect, fairness, pride and collegiality. Learn to communicate, negotiate and relate to others with personal power, influence and persuasion every time – particularly in difficult and challenging situations. See how it can work for you. Looking to increase your personal power? Improve your results and relationships?

3: www.enganchecubano.com: Customer reviews: The Win-Win Negotiator

In today's age of head-to-head competition, it's the Win-Win negotiator who always comes out on top -- while making his employees, fellow workers and even his competition look good, too. Now, two of the nation's leading experts in negotiation and sales training share the powerful secrets to success.

The next time you find yourself locked in a battle for your way, here are 13 important strategies that you can use in a challenging negotiation. Think of the long-term mutual gain instead of the short-time personal gain. A win-win negotiation means a shared benefit. Forget about your own personal gain and concentrate on what will make both sides happy. Set a trusting, cooperative tone for the meeting right from the beginning. Win-win negotiations are built on a foundation of trust and shared respect. The ways to achieve this are to Know the answers to any question before it is asked. Discuss the issues using first person plural pronouns. First person plural pronouns we, our, us highlight mutual benefit and suggest teamwork. Focus on interests, not positions. Positions are what you want; interests are how you get them. When you move from the what to the why, you move from a potentially negative discussion of demands to a positive discussion of common needs. Increase the numbers of issues you negotiate. You increase the chance for win-win outcomes by increasing the amount of matters you can resolve. Make it so both of you gain something of value. A take-it-or-leave-it attitude creates pressure and limits options. That would make it a win-lose scenario. Show your willingness to give and take as long as the other party is willing to do the same. Maintain your composure and objectivity. If you become angry, you lose. Engage in creative problem solving. The problem you and the other party are trying to solve can be stated very simply: How can we arrive at a deal that maximizes our individual benefits, minimizes our individual losses and is fair for both? Brainstorm all possible alternatives that achieve all three criteria. Choose the alternative both can live with. Keep searching for ways to add value. Leave out no possibility to find ways to increase the value of what the other person wants. Make concessions gradually and in increments. Small incremental moves are better than one sudden, large and drastic move during the course of the negotiations. Smaller compromises are less threatening and easier to obtain. Avoid any possibility of a misunderstanding that would blow the whole deal. Please share on social media if you found this post helpful. If you have a comment or question, please post and add your voice to the conversation. Jun 17, Like this column?

4: Negotiating Win-Win Outcomes

Yes, win-win negotiation is less about the process, less about the "how" of getting there, and more about the destination. That said, this article focuses on how best to get you a win-win outcome, whilst keeping your eyes fixed on the elusive win-win negotiation outcome or goal.

Observe the emotions of the other party, and try not to respond in kind if the discussion becomes "heated. Finally, make sure that your communication is clear and precise, to avoid misunderstandings. Use active listening techniques, such as looking directly at the speaker, listening carefully, and allowing each person to finish before you respond. Focus on Interests, Not Positions People are seldom "difficult" just for the sake of it, and almost always there are real and valid differences sitting behind conflicting positions. The way that each person sees the issue may be influenced by many factors, such as their values, beliefs, status, responsibilities, and cultural background. Try to keep the conversation courteous and avoid attributing blame. Once everyone knows that their interests have been considered, they are more likely to be receptive to different points of view. You may even be on the verge of agreement. If not, stay open to the idea that a completely new position may exist and use the negotiation process to explore your options. You could see this as an opportunity to assess working practices, training opportunities, and inexpensive ways to increase efficiency. Brainstorm as many ideas as you can to find a solution to the problem. Be receptive to all suggestions, then develop the most promising ones into new proposals that you can bring to the negotiating table. For example, during an interdepartmental negotiation in your company about the launch date of a new product, you become convinced that rushing it to market as early as possible is the best option. It would also give your marketing team more time to prepare a campaign. Try to agree on a set of objective criteria that provide a framework for your discussion. These could include measurements such as legal standards, market value, a mission statement, or contractual terms. Agreeing on standards demonstrates shared values, and a commitment to reaching an agreement. Returning to our first example, both you and your boss could agree on a budget as a basis for discussion regarding more resources for your team, and proceed on the basis that any changes must be made within these financial limitations. This is not the same as a "bottom line," which is a fixed position that can limit your options and may prevent you from discovering a new course of action. Evaluate these alternatives and at the end of that process, the most promising alternative solution is your BATNA. Returning to our example, if you start the negotiation with a "bottom line" demand for two extra departmental staff members, and your company refuses, the negotiation falls at the first hurdle. You can read more about preparing for a negotiation in our article, Essential Negotiation Skills. You can also learn how to avoid some of the pitfalls of sealing a deal by reading our article 10 Common Negotiation Mistakes. This "win-lose" approach, often called "distributive bargaining," is usually used for negotiating the price of goods or services for example, a house or a car. Similarly, when the stakes are high, it may be appropriate to use legitimate "gamesmanship" pushing the rules to their limits to gain advantage, but without crossing the line into brinkmanship. One person "playing hardball" puts the other person at a disadvantage. This may lead to reprisals later. If the losing party needs to fulfill some part of a deal, they may decide to become uncooperative and awkward. Using tricks and manipulation during a negotiation can undermine trust and damage teamwork. Key Points Win-win negotiation can enable both parties in a discussion to feel that they have made a satisfactory deal, and that neither is the "loser. The technique consists of five stages, or principles: Separate the people from the problem. Focus on interests, not positions. Invent options for mutual gain. Subscribe to our free newsletter, or join the Mind Tools Club and really supercharge your career!

5: Win-Win Negotiation Training Course

To achieve such agreements, we need win-win thinking, knowing the people with whom we are negotiating, creating long lasting relationships and maintaining the relationships. These principles are explained in a simple and very convincing language in this book.

Despite our best intentions, we sometimes negotiate too much value away to arrive at an agreement. Today, many of us hear that win-win negotiations are all the rage. Academia has in more recent times married win-win to principled negotiation. Yet it is all too common that most negotiators fail to understand that this term represents our achieving a mutually satisfying value maximising win-win negotiated settlement. That said, this article focuses on how best to get you a win-win outcome, whilst keeping your eyes fixed on the elusive win-win negotiation outcome or goal. We are careful to share with you the contexts in which a win-win approach will lose you value in our negotiation training courses. The Real Win-Win Negotiation Concept The true meaning of a win-win negotiated settlement is where the agreement reached cannot be improved by any further discussions. So your outcome cannot be improved for your benefit, and similarly, the agreement for the other party cannot be improved further for their benefit either. By definition, there is no or very little value left on the table, and all creative options have been thoroughly explored and exploited. Many negotiators falsely delude themselves into believing they have a win-win approach and settlement when they adopt many of the strategies described below. However, were they to put their agreement under our microscope and look closer, they would be dismayed to discover that they squandered money and wasted resources. Inexperienced negotiators make for easy targets to be taken advantage of, simply due to their lack of understanding of the win-win concept. Crafty competitive negotiators employing negotiation tactics all too often strip value from the untrained win-win negotiator. So what pitfalls can lead your company or team to miss the rich rewards promised by a win-win settlement? The Negotiation Experts does not advocate win-win in all situations. A couple of examples where win-win would be an inappropriate commercial strategy to employ would include: Hostile or die hard positional negotiation counterparties who look at you through win-lose lenses. For distributive business negotiations with 1 or 2 negotiation variables. There is no room to manoeuvre, and the party with the more power cards will win skills being roughly equal. Compromise Many negotiators falsely believe that compromise is a positive approach to gain a win-win negotiation deal. This is plainly incorrect. Over ambition in aspiration due to lack of experience or research is the subject of another article. The Relationship Possessing the desire to create a durable relationship in a negotiation is admirable, but it does not guarantee that you will walk out of the negotiation with a win-win agreement to hand. Take Our Time Many negotiators are under the impression that if they take extra time to negotiate they are more likely to achieve a win-win settlement. The truth is that many studies on this very subject have revealed that extra time does not make much difference to the quality of the negotiated agreements. We need to determine whether our goals can be connected to the business goals of the other party. The more we know about their aims, the more we will be able to put together settlement packages that better address the business goals and priorities of both parties. Play Fair What do we tell them about our goals and interests? Reciprocation is essential in negotiations. We have to tell them about our goals and interests so they may better understand how they might not only meet their needs, but ours as well. Best we begin at outset with setting the frame of a cooperative mood to increase mutual interaction. Only then should we progress into fact-finding and option generation. Our counterparts will usually mirror our behaviour, the virtuous and less than virtuous. If we start by openly offering information, they will normally reciprocate in kind. Our initiating the volunteering of goals and interests does not necessarily put us at a strategic disadvantage. Of course if the other side refuses to reciprocate at any point, and refuses to give a valid reason, this should be our red flag to stop. Present Multiple Offers The best win-win agreements often spring from presenting multiple offers rather than a single, lone offer or proposal. The reason is that a single offer or proposal often has an anchoring effect. Multiple offers tend to stimulate communication. Multiple offers will often prompt or nudge our counterpart into providing vital information about their objectives and the true nature of their business ambitions. Negotiating will be

more energetic and productive because several options will likely enhance the possibility of finding even more creative solutions than would otherwise have been possible. Third Party Assistance Another innovative strategy to maximise your resources effectively is to use a neutral third party to help both parties tease out all goals and interests. In addition, you can ask this third party to suggest an agreement, or for ways in which to improve your existing agreement. A third party proposal can bring a number of benefits: An experienced negotiation expert will often suggest options and proposals that neither party thought of. Both parties can safely share more sensitive information. Since information is the building blocks required for creative alternatives, this in itself can open doors that were previously not seen. The resultant outcome is more win-win by leaving little to no gold on the table. This format of negotiation is conducive to sharing doubts. This prevents one-sided gains and fosters a free thinking creative process, and of course reduces risks. Conclusion We need to appreciate that not just any agreement leads to a win-win scenario or outcome in our negotiations. In reality, very few negotiations reach this aspirational and theoretical ideal. Time constraints all too often straight-jacket how long and far we can explore. Attitudes, positions and skills set invisible boundaries that constrain what we see as possible. Win-win deals are more likely when set up correctly through effective use of framing, research and building relationships at the right levels. Rate this Article 4.

6: Win-Win Negotiation Explained | Negotiation Experts

A win-win negotiation is a careful exploration of both your own position, and that of your opposite number, in order to find a mutually acceptable outcome that gives.

How you can achieve a win-win negotiation with your next deal. The Win Win Negotiation I once got a phone call from a woman who was responsible for sales training at a large software company. It is not either you negotiate a good deal OR you have good relationships. You can have BOTH. You can really negotiate hard over money and other issues, and still come out with a total and complete win-win. The first is what I call the automatic win-win. Although there are no competitive commercial products on the market, the real competitors are the workaround solutions that the engineers cobble together themselves from other software that they already have. This is their Least Acceptable Settlement. Even at that price, they are still better off buying the software than they would be walking away. So how many places can we have a win-win? Thus, no matter how tough the price negotiation was, when the sale is closes, both sides automatically win because both are better off than when the negotiation started. How do you know whether it was a win for the customer? Answer, they did the deal. It had to be at or below their Least Acceptable Settlement and therefore, it was a win for them. In fact, the more they moan and groan, the more I worry that I gave away too much. You have bought software before and you know that sometimes you can get large discounts. We are on the phone and you say to me, "Mike, we like your software but it is a nice to have item, not a necessity, since we get the work done just fine with what we have put together ourselves. What is your reaction as the buyer? Do you feel like you just won? Or instead do you start thinking to yourself things like: I probably still could have gotten him lower. So in the end, you are not a happy customer. You are an unhappy customer who is going to be an even tougher negotiator the next time you buy software. Everybody has strong feelings about the outcome. Everybody wants to feel like they won. No matter how good deal is, I will feel bad if I felt I left a lot of money on the table. Unfortunately, you wish you never had to see that person again as long as you live. Do you know any customers like that? Does that take away from the feeling of win-win? Of course it does. The second key component of the feeling side of win-win has to do with something you do naturally, which is to build relationships, make people glad that they did business with you, and all the other things that involve those people skills that you are so adept at. Trust, Credibility and Ethics And finally, have you ever shaken hands on that deal with someone who you felt was a little sleazy? And so you can really negotiate hard over the issues and the money, because, if the customer agrees to make a deal, you know that it is a win-win. What you need to focus on is the feelings. Make sure that the customer feels like they got the best possible deal, that they like you and like doing business with you, and that you are an ethical, trustworthy person to do business with. If you focus on the feeling side of win-win, the automatic side will take care of itself and you can come out with both a good deal and a happy customer who feels that they were involved in a real win-win negotiation. Michael Schatzki is a master negotiator who, for over 20 years, has provided sales negotiation training and coaching for thousands of people in the U. Mike can be reached at

7: Five Rules For Negotiating a Win-Win Deal - CBS News

Win-win negotiations are those negotiations in which each party walks away from the bargaining table having achieved its goals within the confines of an integrative, or value-creating, bargaining process rather than through a haggling, or distributive, bargaining process.

Email Last Updated Feb 8, 2: How, then, to get to something resembling a win-win situation? One method is to "increase the size of the pie" according to Michael Leimbach, vice president of global research and design for the sales training firm Wilson Learning Worldwide. This means moving out of the mentality of "hard bargaining" based on firm positions, and into a mode of negotiating based on a handful of powerful principles first articulated by William Ury business partner of Wilson Learning and Roger Fisher of the Harvard Negotiation Project. In this way of new thinking, you consider negotiating as a way to expand the deal to include items that both parties want. Here are some rules for doing this: Separate the people from the problem. In a traditional bargaining situation, the interaction proceeds based on positions and counter-positions. The discussion can easily turn adversarial as the customer raises objections about price or other difficult issues. It is as if the parties are sitting on opposite sides of the table, conducting a tug-of-war to achieve a "win for our side. The idea is to be "hard on the problem and soft on the people. Identify the interests behind the position. In a traditional bargaining situation, people tend to take a firm position and stick to that position. The focus is on "what I want," and each side is intent on justifying their respective positions. In a principled negotiation process, the focus is on the interests behind the position-the range of issues that are at stake in the negotiation. Paying attention to interests helps uncover the "why" behind a position. While a position tends to be inflexible and fixed, interests open up different perspectives and opportunities to offer options. If a customer takes the position "I must get the lowest price," interests may include "my boss will want me to show that I got the lowest price," or "my company needs me to help maintain our cash liquidity. A customer may have a personal interest in minimizing risk in making a purchase; another may want to be seen as innovative and leading-edge. Invent options for mutual gain. The path to a win-win agreement lies in creating a bigger pie-exploring ways to expand the available options. For example, suppose the offer on the table is a bundled solution at a certain price. The customer, however, has an interest in keeping costs low because of a company-imposed budget limitation. If interests are openly explored, the salesperson has an opportunity to help solve the problem. Options might be offered-a flexible financing or leasing arrangement might be put on the table, or the solution might be unbundled, allowing the company to purchase elements of the solution in smaller increments. The point is, unless you understand the interests behind the position, you may not think of creative options that allow for an "expanded pie" solution. They represent objective criteria that can be used as a measuring stick for choosing among alternatives and defining some limits. Examples of independent standards might include accepted market value, industry performance benchmarks, other research, or credible third-party references. If the salesperson and the customer can agree on such standards, they provide a way to evaluate a proposal from a position of common ground. Both parties can now view the offers on the table from the same perspective. If you suggest an independent standard, it should be something that is important to the customer. Independent standards should never be used to show the customer that he or she is wrong; rather, the intent should be to help reinforce or support a customer interest. Before engaging in a negotiation, salespeople should clarify their overall interests with respect to the account as a whole. Besides closing business, these might include ensuring possibility of future business, expanding relationships with a range of contacts, getting referrals to other customers, or establishing a beachhead with a smaller offering. The salesperson can negotiate from a position of strength and still walk away with a win-achieving an acceptable outcome while maintaining customer satisfaction and building a trusting relationship with the customer. If there is a key takeaway for salespeople it is this: If they are able to master these five strategies, they can increase both the probability of win-win outcomes and the likelihood of more-and more profitable-sales. In short, the BATNA takes emotion out of the picture and increases the likelihood of rational and effective decision making. I think Michael who is a wicked smart guy has got some great ideas those rules. I particularly like the idea of separating people from issues. I

recently renegotiated my compensation for this blog and found myself, at one point, taking it personally. After I put myself aside and listened to what my editor was saying the issues we came to the best agreement possible, for both of us. Do you have any real-world pointers when it comes to negotiating?

8: Win-Win Negotiation Proven Advice | Negotiation Experts

Win-win results are the most stable outcomes of negotiations; since both parties are happy with the result, they have little reason to back out at a later time. Both parties have an incentive to negotiate with each other again, laying the foundation for a mutually beneficial working relationship.

9: The Win Win Negotiator: The Win Win Negotiator by Ross R. Reck

A win-win negotiation settlement is an integrative negotiated agreement. In theory this means the negotiating parties have reached an agreement after fully taking into account each others' interests, such that the agreement cannot be improved upon further by any other agreement.

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