

Management for Professionals

Kim Cheng Patrick Low

Successfully Negotiating in Asia

36 Success Pathways to Arguing Well
and Dealing with Various Negotiator
Types

 Springer

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Second Edition

 Springer

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Preface

Do you negotiate as part and parcel of your day-to-day business?

If so, you probably know and do the basics, yet may somehow feel that you need to develop that little extra to give or help you grow that edge.

Whether you are a banker, a baker, a barber or a businessperson, negotiation is such a critical leadership and managerial building skill in which we should keep improving upon. Leaders need to also up their influence to lead their followers, get things done and achieve excellent results. Not only is this critical negotiation skill useful when it comes to buying and/or selling products, it is also a vital skill to persuade other people during meetings, resolve conflicts during teamwork and projects and grow relationships at work and in our personal lives.

Even as parents, we delicately negotiate, persuade or bargain with our children to do things such as household chores, getting to bed early or studying and preparing well for their examinations. One has been negotiating ever since one was old enough to disagree with one's parents about whether one should eat one's vegetables.

Though the book *Successfully Negotiating in Asia*, which is easy to follow, is structured to be read from the beginning to the end, yet I hope readers will find it easy to dip into or refer to find the information they need most, at the time when they need it. In this second edition, (more) chapters, quotes, sections and illustrations have been added.

The chapters in the book are run in this fashion; several chapters have been expanded with new chapters, exercises and questions added:

Chapter 1 “What is negotiation?” covers the definition of negotiation and a brief discussion of the various national perceptions of negotiation.

Chapter 2 “Negotiation, the relationship way” surveys the definition of negotiation from the relationship perspective while giving the readers essential pre-negotiation country studies in Asia. The chapter also includes the ways to building the other party's trust in us, going through the post-negotiation stage and relating and writing persuasively to influence the other party.

Chapter 3 “Preparation and planning” discusses the preparation and planning for the negotiation. It includes preparing for negotiating with someone from another culture and the effective negotiator's planning essentials, Sun Tzu's way.

Chapter 4 “Process versus content” looks into the vital process and content of negotiation. And in this second edition, the coverage on the process of negotiation

has been expanded. Sections have been added, and these include more on the power of words, and how you say the word(s) too counts.

Chapter 5 “Some sure-fire negotiation techniques and tactics” analyses and highlights some sure-fire negotiation techniques and tactics. To add value further, in this edition, some sure-fire negotiation techniques and tactics such as negotiating like a child are also observed.

Chapter 6 “Chinese strategies and tactical ways” delves into the Chinese negotiation strategies and tactical ways, including the 36 Stratagems, the Chinese concepts of *Fu*, *Lu* and *Shou* and the interesting Chinese Warring Gods and their ways in negotiation. The chapter also highlights a caveat on unethical negotiation ways.

Chapter 7 “Japanese strategies and tactical ways” examines the Japanese strategies and tactical ways, including understanding the Samurai way, and applying *Aikido* in negotiations. In this revised chapter, new sections have been added, namely, being resilient, *Aikido* and being tough and negotiating with the Japanese.

Chapter 8 “Indian negotiation strategies and tactical ways” looks into the Indian history, religion and culture and applies some analogies to derive, distil and understand the various Indian negotiation strategies and tactical ways.

Chapter 9 “Negotiation and the martial arts, mastering the art of effective persuasion: The Asian perspective” analyses the effective negotiator’s uses and applications of martial arts for successful negotiation ways. Several sections have been added here, and they include deploying distractions (tactics), employing surprises, preparing and practising, preferring peace and harmony and being aware and realising the goals/purpose.

Chapter 10 “Deadlock breaking and concession making” highlights some creative ways of breaking deadlocks and ways of smartly achieving what successful negotiators want—the vital concessions from other parties.

Chapter 11 “Negotiating with the various types of negotiators” examines the various techniques in which the successful negotiator handles the different types of negotiators. Here, the author speaks of negotiating with a man/woman OP, and the various negotiator types including dealing with extroverts, introverts, the sensing OP, the intuitive OP, the Mama (Papa) Drama OP, the egotistic OP, the storyteller OP, the stubborn OP, the impatient OP, the difficult aggressive OP, the victim negotiator, the non-negotiator, the petty OP and the crackpot OP as well as several other types of OP.

Chapter 12 “How to persuade others to your side or the many ways in which the leader/manager can influence his or her people”. Here, to be a successful negotiator, one must know how to persuade others to one’s side. In this chapter, thus the many ways and simple techniques in which the leader or the manager can interestingly apply to influence his or her people are examined.

Chapter 13 “How to argue well” assesses the fact that to be an effective negotiator, one must argue well, and to argue well, one needs to be convincing and believable, and how to argue well is a life skill. In this chapter, the dos and the don’ts of how to argue are so discussed.

Chapter 14 “The Ps: The pathway to negotiation success. Negotiation is a daily occurrence”. And one must have the necessary attitude to negotiate. Thus, this

chapter is all about the Ps (the 36 pathways) and the crux laid for successful negotiations.

Chapter 15 “Epilogue” as the name suggests consists of some final words and a round-up.

As a training consultant/trainer, I would urge fellow readers to use it as a manual and apply www: whatever, whenever, wherever. And learn. Act and apply the series of steps and the checklists and reflect on them after applying them so as to further improve one’s negotiation tactics, techniques and ways. Keep on asking:

What have I learnt from my last or most recent negotiation experience?

What and how can I do differently the next time round?

What and how could I get better or further improve myself, the next time round?

How could I overall be a more skilled negotiator?

Most times, it is easier to tear off the letter that we wrote than taking back the words coming out from our mouth after we have spoken. How true, in our life journey, one loss does not or may not make a season, but what is critical is that we learn. And please keep on learning! While the book seeks to provide you with a compact but complete guide, I also hope that it will set you thinking about and reflecting on your negotiation skill(s), role(s) and ways when negotiating with your other party(ies). In short, the manual should be a starting point from which we can put in much effort, energy and enthusiasm that already exist within us to establish rapport, build common ground and grow relationships as well as a better world. I also endeavour that the discussions on the negotiation tactics, managing the negotiation climate, country studies, mnemonics, checkpoints and other key ideas presented here will inspire you to create action plans that will tap your organisation’s true competitive advantage and yours.

Happy and fruitful reading!

Suva, Fiji
Singapore

Kim Cheng Patrick Low

Endorsements

“Excellent read! Prof. Low’s book has much to offer to help you in your negotiations!”

Tiong Soon King (Retired)

Formerly, Principal Consultant & Strategist Eagle’s Wings Consultancy & Training Solutions (East Malaysia)

“Read on! A MUST-READ for successful negotiation skills. Well-written with many practical tips, advice and insights!”

The Late Dr. Sam Kong San

Sessional Doctoral Supervisor, The International Graduate School of Business, University of South Australia/President, Kwong Wai Siew Peck San Theng, Singapore

“SUCCESSFULLY NEGOTIATING IN ASIA—in a capsule! Invaluable, ready-made and digestible!”

Professor Dr. Balbir B. Bhasin

Ross Pendergraft Endowed Professor of International Business, University of Arkansas, College of Business, 5210 Grand Avenue, Fort Smith, Arkansas 72913

“This book makes an excellent reading since it contains a wealth of resources that could be applied at any business level. The Checklists are useful guides. The book’s an investment that’s worth it!”

G. Saravanan ND, CH, D.MLD, D.Nutr, AdHRM,

Reiki Master Naturopath physician and Coach Centre of Integrated Medicine

“A GOLDMINE! The manual is remarkably comprehensible, reader-friendly, and in my view, very application-based and skill-building orientated. I like the concise and helpful Pre-negotiation Country Studies.”

Ang Sik-Liong B.Sc. (Hon. London), M.Phil. (London), MBA with more than 30 years of experience in Petroleum Engineering and Chemistry, Education and Chinese Culture. Was formerly Brunei Shell Petroleum: BSP’s Head of Production Chemistry (Negara Brunei Darussalam)

“A must for every negotiator able to benefit from practical advice.”

Associate Professor Margaret Patrickson

International Graduate School of Management University of South Australia. “A treasure box! Readers have got much to gain! Insightful! Lots of practical tips and useful hints!”

Haji Zolkipli Aton

Manager, Management & Compliance, Sustainable Forestry & Compliance Division, Sarawak Forestry (2010)

“I have known Patrick for many years and his passion to write. His writing style has always been concise, and speaks to the heart of the readers. I congratulate him for another milestone reached with this latest book SUCCESSFULLY NEGOTIATING IN ASIA.”

David Kwee

Director Training Vision Pte. Ltd. (Singapore)

“Fresh air in current mainstream literature. Patrick’s book should be a required reading for anyone interested in negotiations.”

Dr. Hugo Gaggiotti

University of the West of England United Kingdom

“HIGHLY RECOMMENDED! An excellent book, easy to read and with very good checklists.”

Dr. John Taylor

Urban Planning Consultant based in Indonesia

“Power-packed and a Treasury of great negotiation tips and pointers. Yes, I like his book.”

The Late Hua Pak Cheong,

HRM consultant, Formerly Area Training Manager (APR), Standard Chartered Bank

“HIGHLY RECOMMENDED! A dynamic book, very practical approaches shown, and what I like is his many good Checkpoints and Checklists. They help a lot.”

Ms Makhabbat Yermekbayeva Kazakhstan

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About the Author

Patrick Kim Cheng Low is currently Consultant/Visiting Professor (Strategic Management/ Human Resource Management) in the University of the South Pacific. Prior to this, Professor Dr. Patrick Low was teaching managing negotiations, leadership, change management, management and organisational behaviour at the graduate level and leadership basics, challenging leadership, business and society, organisational development and change, organisation design and analysis and organisational leadership issues at the undergraduate level in the Universiti Brunei Darussalam. He was Visiting Professor in the University of Malaya's Graduate Business School in January–February 2007. His most recent appointment was Associate Dean and Full Professor of Management and Marketing at the Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP)/Acting Dean Summer 2 (2006). With an international Ph.D. in Business and Management from the University of South Australia, Prof. Dr. Patrick Low also holds a Master of Business from the CURTIN University of Technology and a BA (Singapore). His other qualifications include the following:

- Chartered Marketer (CIM, UK)
- Chartered Consultant and an Accredited Professional Consultant (American Consultants' League)
- Graduate Diploma in Marketing (UK)
- Graduate Diploma in Personnel Management (SIM/SIPM)
- Graduate Diploma in the Marketing of Financial Services (MIS)
- Certificate in Administrative Management/Organisation and Methods

Prof. Dr. Patrick Low is also the licensed administrator, user and interpreter of MBTI personality type profiling for several years. A behavioural consultant, he is also DISC certified.

The Researcher of the Year 2004/2005 for Bang College of Business, KIMEP, Prof. Dr. Patrick Low has been a human resource professional since the late 1980s. He has work experiences in the civil service and electronics, trade and financial industries. He has handled HRD projects/assignments in all ASEAN countries, Bangladesh, Hong Kong and Sri Lanka. His previous appointment was with a foreign bank as Senior Training Manager, Management Development (Asia Pacific

Region). During 1995–2006, Patrick ran his own consultancy (BusinesscrAFT™ Consultancy), undertaking consultancy work for various companies in the region, including Standard Chartered Bank, Matsushita/Panasonics and several other companies. He has also been the examiner for Ph.D. theses of several universities including Aligarh Muslim University (marketing), Auckland University of Technology (negotiation) and the University of South Australia (organisation behaviour/human resource management).

Multilingual and multicultural, Prof. Dr. Low's training areas include effective selling, negotiation/marketing and personal effectiveness/leadership for organisations from industries like electronics, communications, courier/transport, tourism, petroleum, financial services and trading. With many years of teaching experience and having taught in various local and overseas institutions such as the Malaysian Institute of Management (MIM), Prof. Dr. Low has also conducted exclusive fraud management courses for banks and companies. He has also taught human resource management, organisational behaviour, marketing and international business for the universities of London, Bradford (UK), Murdoch and Monash (Australia) and Ngee Ann Polytechnic (Singapore).

Awarded the MIS/Standard Chartered Gold Medal Award—1994 for being the most outstanding graduate in the Graduate Diploma in Marketing of Financial Services, Prof. Dr. Low is also the author of 14 books including the following:

1. *Strategic Customer Management: Enhancing Customer Retention and Service Recovery*, BusinesscrAFT Consultancy, Singapore, 2000 (one of Border's top ten best-selling books as featured in the *Asian Entrepreneur*).

2. *The Power of Relationships: How to Boost Your Business and Lead a Happier Life*, BusinesscrAFT™ Consultancy, Singapore, 2001. ISBN 981-04-4045-6 (Used as a reading reference in one of BusinesscrAFT Training Consultants Sdn Bhd's programs, "Critical Skills in People Management" in Malaysia).

3–4. *Strategic Customer Management: Enhancing Customer Retention and Service Recovery*, BusinesscrAFT™ Consultancy, Singapore, **Revised 2002**: 2nd edition with another chapter added (one of Border's top ten best-selling books as featured in the *Asian Entrepreneur*) ISBN 981-04-1914-7 **Revised 2006**: 3rd edition for *Post-Soviet Societies' New Generations*, Caspian Publishing House, Almaty, Kazakhstan.

5. *Developing True Leadership Potential*, The Publishing Consultant/ Market Asia Pte. Ltd., Singapore (Co-authored with Theyagu, Daniel, Ph.D.), 2003. ISBN 981-04-7611-6

6. *Team Success: How to Create and Manage Winning Teams*, Singapore, BusinesscrAFT™ Consultancy & Humber Lincoln Resources, Singapore, 2003. ISBN 981-04-8702-9

7–8. *Sales Success: Up Our Sales*, Operativnaya Pechat, Kazakhstan (Co-authored with Ibrayeva, Elmira, Candidate of Science.), 2005/ 2003. **Revised 2006**: 2nd edition with *Russian* translation, 'S-Print' (I.P. Lukyanova, Almaty, Kazakhstan) ISBN 9965-25-574-1

2018 2nd edition Printplus ISBN978-601-7930-14-1

9. *Training Success: Understanding the Learning and Training Essentials*, ICFAI University Press, India (2005). ISBN 81-7881-587-7

10. One of the co-authors: *A Handbook: (2006) Business Leadership in Central Asia*, collection of essays and papers written with other professors and students, Caspian Publishing House, Almaty, Kazakhstan.

11.–12. 2 Books: 1. *The Strategic Thinker* and 2. *Knowledge Management* (co-written with Dr. N.P. Singh), current drafts are being researched/ revised for publications.

13. *Corporate Culture and Values: Perceptions of Corporate Leaders of Co-operatives in Singapore*. VDM-Verlag—UK/USA * ISBN-10: 3639151674/ * ISBN-13: 978-3639151671

14. *Successfully Negotiating in Asia*, Springer, Heidelberg Dordrecht London New York, published in February 2010; Refereed Publication. Website: <http://www.springer.com/business/business+for+professionals/book/978-3-642-04675-9> ISBN: 978-3-642-04675-9.

His most recent publications include *Successfully Negotiating in Asia* (published by Springer, out in February 2010) and *Corporate Culture and Values—Perceptions of Corporate Leaders of Cooperatives in Singapore* (out in May, 2009).

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What Is Negotiation?

1

To be persuasive, we must be believable. To be believable, we must be credible. To be credible, we must be truthful.

Edward R. Murrow

Every human benefit and enjoyment, every virtue, every prudent act is founded on barter and compromise. Each party recognises the right of the other party to be in negotiation on an equal footing. He that wrestles with us strengthens our nerves and sharpens our skills. Our antagonist is our helper.

Edmund Burke

1.1 Introduction

Negotiation is an everyday occurrence. I am always negotiating and so are you.

“You have been negotiating ever since you were old enough to disagree with your parents about whether or not you should eat your cabbage. We all negotiate every day, with our workmates, partners, children, friends and acquaintances. Most of the time we might not even be aware that we are doing it because it is such an everyday event.” (Hodgson 1994, p. 1)

Inside the company, we are also transacting business. You transact with bosses, staff, other departments, people at the same level and service departments. You may find that you are a maker as well as a seller of services within an organisation, and the users of your services may dicker with you about the quality, quantity, time, cost and continuity of those services. Production managers have to deal with production planners and schedule makers. Company purchasers report that much of the negotiating they do is with users within their companies who use various ploys to circumvent and thwart company procedures. And human resource managers have to negotiate with staff, recruitment/placement agencies and many others in addition to

the union(s). Every time, we negotiate. Every time, we seek to influence people/the other party (OP).

And in life, there is no shortage of conflicts, arguments, disputes or disagreements. They occur most of the time, and at all levels: between workers and managers, between developers and environmentalists, between husbands and wives, between neighbours, between groups within a nation and between nations themselves. Whatever is required to settle the dispute or disagreement, we need skills to negotiate/bargain to come to an agreement or a win–win outcome.

1.2 Definition of Negotiation

Power lasts ten years; influence not more than a hundred.—Korean Proverb

Yes, there are always many viewpoints, perspectives, ideas and angles. To this author, negotiation is when we, each time, seek to influence the OP or persuade the OP of our point of view.

Negotiating is a way to get what you want out of your life. It is not a skill to be brought out once in a while, but it is a skill to be learnt and always be part of you. It is your own communication style and skill to create or better the life you want. You persuade others and get things done.

And whatever endeavour you are working on—whether a personal, financial or career goal or a community goal—you need to set yourself the ideal of helping as many people as possible to win. And in leading, when your people win, you win too. When employees see that their business leaders are doing everything possible for them to succeed and meeting their needs, they will be willing to put in extra effort. Children, seeing their parents having worked hard for the family, will work hard in their studies. When your family wins, you win too. And when your country wins, you win too. When the universe wins, you win too. When you help each other, you live in a better surroundings and environment.

How do you define “negotiation”?
Or what is negotiation?

1.2.1 Successful Negotiation

Successful negotiation is not a win–lose situation. It is not “I win, you lose!” or “You win, I lose!” The “win–lose” mentality is, in fact, one of the serious negotiation mistakes committed by most people. Avoid thinking of negotiation as a zero-sum game or a contest. This line of thinking can lead you to perilous waters.

An example is a well-known situation where employees virtually force management to give a huge pay rise. The employees may have won the negotiation, and the company owners lost. But when the company does not earn enough to finance the

pay rises, what happens? The employees are laid off. Was the negotiated win at all costs really worth it?

You do not work *against* someone. Negotiating, I believe, is working *with* people to come to an agreement. *Both sides have a stake* in ensuring a deal comes outright. *Deals are put together. Deals are worked out together* (Fig. 1.1).

And it is critical to make the OP understand that if and when one succeeds, the OP succeeds, and vice versa. One African participant gave me this analogy during one of my many negotiation-training sessions. Negotiation is likened to two persons sitting in and rowing a canoe. Both must sit and neither must stand nor rock the canoe; otherwise both would suffer if the canoe capsized!

Many people believe that you have to be intimidating, aggressive, forceful and even rude to be a successful negotiator, a very common misconception. You are not going to war! Avoid Mao Zedong's notion of power coming from the barrel of the gun, carving the opponent into pieces. Instead, embrace it being the honey that attracts the ants. Avoid Mao Zedong's style of catching the turtle in a jar. Instead, embrace Gandhi's peaceful and nonviolent, yet persuasive ways. Avoid trickery and deception, killing with a borrowed knife. Instead, build trust, work together and achieve results.

Negotiation is talking, not screaming. It is discussing things, and amicably settling things. The Indonesians simply call it *bicara*, or talking, gently telling the OP or nudging the OP towards one's point of view. Negotiation is a respectable art of persuasion between two parties—whether the person on the other side is former US President George Bush, US President Barack Obama or your used-car dealer.

In a successful negotiation, everyone wins. All parties walk away happy. A successful negotiation entails a win-win relationship for all involved. Your needs are satisfied; the needs of the OP are satisfied too. You win and the OP wins too!

What is a successful negotiation?

Fig. 1.1 Speaks of a win-win situation in negotiations

“In a win-win situation, one rises when one lifts the OP/ others.”
Low, Kim Cheng Patrick



1.3 Skilled Negotiators Seek to Build Common Ground

When we build relationships with OPs, we get to know the OP, and thus create common ground with the OP. If we seek to identify the differences, well, there are always differences and in fact 1001 differences! And it becomes difficult, if not impossible, to negotiate with the OP. Remember the difference between the optimist and the pessimist? One saw the glass as half full and the other as half empty. Find common ground, and you will find an excellent starting point for negotiations to move forward.

Skilled negotiators seek to create common ground with their OP. They search for common interests/areas of agreement, accentuating the positives and moving forward in their negotiations. This is tantamount to a Malay proverb: *Buang keroh ambil jernih* (“Get rid of the scum to make the soup clear”), meaning look at the positive aspects rather than the negative aspects of the issue.

The case examples I have in mind are the popes’ historic trips. One example is the historic trip-cum-pilgrimage of the late Pope John Paul II to Greece from 4 May to 5 May 2001. Pope John Paul II talked of the time to “heal the wounds” that have divided Eastern and Western churches for nearly 1000 years. The positive aspects were accentuated and common ground was built to foster greater church unity. Another example is a speech by Pope Benedict XVI in 2009 to Muslim leaders in Jordan when he urged Muslims and Christians to come together as “worshippers of God”. He stressed that religion should be a force for unity between Muslims and Christians. The pontiff also referred to God as “merciful and compassionate”, using the formula Muslims use when speaking of God (The Sunday Times 2009).

Reflect on:

How do you achieve common ground?

What is the common denominator (things you share with) between your OP (others) and you?

1.3.1 Knowing Yourself

I learned to be with myself rather than avoiding myself with limiting habits; I started to be aware of my feelings more, rather than numb them.—Judith Wright

To thine own self be true.—Shakespeare

Know yourself well. Examine your own ego, needs/interests and emotions.

Will you fly off the handle or tend to insult the OP? If so, and if you feel you will not be able to control your actions, then perhaps, at times, you should let someone else negotiate for you. Is there someone else in your workplace who could handle the negotiation better? (Fig. 1.2).

Fig. 1.2 Knowing yourself



Know yourself well.
Examine your own ego, needs/
interests and emotions.

What are your attitudes when you come to a negotiation? Are you enthused? Are you charged? To paraphrase Vince Lombardi, if you are not fired with energy and enthusiasm, you will be fired, overwhelmed or attacked by the OP's enthusiasm!

What are your thoughts (feelings) on negotiations? What values do you hold?

Do you like to negotiate?

Are you optimistic? Do remember, spread cheers, not jeers! And a good attitude can always be as contagious as laughter. People somehow like to relate and mix with positive people; positive people have more friends than negative people. So, direct your feet to the sunny side of the street.

Are you the orderly sort? Do you prepare (or even well enough) for negotiations? Do you often leave to chances?

Are you the planning sort? Do you set aside time to plan?

"Let us never negotiate out of fear. But let us never fear to negotiate" (John F. Kennedy). Don't be afraid of the negotiation process. Most people fear the very idea of negotiating. They fear the hurt feelings. They are afraid that they may appear impolite, pushy or unfair. These fears are natural, every negotiator experiences them. I understand these fears. And I've always felt that rather than fear the person you are trying to negotiate with, you should try to make the person your ally. Or in fact, the OP can be your partner. Show him or her respect and patience. Put your OP at ease. You don't want a negotiation to turn into a battle.

How well do you know yourself?

As a negotiator, these are my attitude boosters:

Be confident and affirm yourself daily.

"I am a great negotiator".

"I am an effective negotiator".

"I am a successful negotiator".

"I am a win-win negotiator".

"I like to discuss things".

"I like to get opinions from the OP".

"I want to understand the OP".

"I want to learn from the OP".

"I like to listen"

As you see yourself as a good negotiator, you begin acting like one, and it is a self-fulfilling prophecy! Enjoy your growth and confidence.

1.3.2 Knowing your Business Well

Make sure that no one on earth knows more than you do about the business. Become the best. Become an expert in your business. You are adding value to your business. And be sure that the earth becomes a better place because of the contribution that you are making.

Believe that what you do is important and equip yourself with whatever knowledge and skills are necessary. Learn and become better each time. And build your own negotiation library. Buy or borrow books on negotiation to read if you want to sharpen your negotiation skills.

1.3.3 Knowing Asia Well

If you are doing business in Asia, know the place—cities, countries or regions—where you want to do business well.

Make sure that you know the people, the social norms, and cultural practices well. Get to know the way in which introductions and greetings are made, the handshakes and various table manners—they are a passport to a world that is otherwise closed. An introduction is the first impression you make on someone, so it is important that you do it well. If your name is mispronounced when you are introduced to others, repeat your name when you acknowledge them.

Be an expert in manners; they will open many doors for you. Know the pleasantries words—such as “please” and “thank you”—so that you can easily remove the feeling of uneasiness when dealing with the OP and others in general. You’ll be surprised by the way people respond to you. Knowing the proper local Asian etiquette helps, it inspires trust and that can give you the edge you need to succeed when negotiating.

1.3.4 Knowing the OP’s Needs

Some people think they know who you are, when really they don’t.—Cynthia Lord, *Rules*

How well do you know your OP?

Knowing your OP is similar to Sun Tzu’s famous tag line: “Keep your friends close and your enemies [OP] closer”. Always know your OP. Is he or she the best person on the OP’s side to negotiate with you?

If you do not know whether or not you are talking to the best for the negotiation at hand, begin with an icebreaker or a friendly chat. Find out how long this person has been on the job and what that person's previous experience is. You can then assess how much authority and flexibility the person has. People who are new have less authority and flexibility than people who have been with the company longer. If someone has been repeatedly passed over for promotion, you know that you are dealing with a person who may have frustrations and a lack of loyalty to the company.

Knowing the OP well entails knowing the OP's needs. We find out more about the OP's needs: What does the OP want? What does the OP really want? What are the needs of the OP?

Find out more about and probe into the OP's needs. Several car sales reps have told me that they usually study their target audience or OP. They would check on their OP's needs. If their customers (OP) want safety, they emphasise the car structure, airbag and the alloy wheels. And if their OP stresses his or her need for status and prestige, the car sales reps emphasise the (metallic) colour and/or the brand name/make of the car. When the prospective buyer seeks the luxury of driving and the comfort of a passenger car for the entire family, the car sales reps would suggest a seven-seater multipurpose vehicle. It is indeed different strokes for different folks, but always catering to the OP's needs and requirements. Overall, put your arguments in terms your OP can identify with and understand.

If you negotiate with a bean counter, bring your beans. When talking to a sports enthusiast, you need to speak in sports language.

On 6 May 2001, in Syria, the Pope greeted the Muslim leaders there with the Arabic expression *As-salamu-alaikum* ("Peace be with you") and talked to them. Reports cited that he was warmly welcomed, and his visit to Syria's Umayyad Great Mosque marked a milestone in Christian–Muslim relations. If you want to persuade or influence a person, speak in the person's language, the language understood by the person.

Good presenters—like effective negotiators—are able to capture their audience's attention, working to touch them and providing emotions as well as facts for full understanding. Singapore leaders, for example, are admired for their ability to establish good rapport, persuading Singaporeans passionately through the use of simple, clear language and analogies. I remember the late Prime Minister of Singapore Lee Kuan Yew likening himself to a football captain when he spoke of the succession issue some time back. And Prime Minister Goh Chok Tong too spoke of leaders, being in the forefront, as right or left wingers and advancing forward. Analogies and metaphors help, they lend vivid visual impact to the audience. And they'll remember you well too.

Next, be empathetic, and put yourself in the OP's shoes. "Participate" in your OP's feelings and ideas—this is the crux of all successful communication. Empathy is the bedrock of win–win negotiation. Being empathetic enables you to maintain your feelings as well as understanding the position, views and feelings of the OP.

As facts alone will not persuade the OP ("think of persuasion as facts wrapped in emotion"), pander to your OP's emotional needs. And use the OP's emotional needs to reach his logical, argumentative mind. If you find that your OP is a self-made

man, he may need praise for his accomplishments. Complimenting him makes him feel he really is as good as he's worked to be.

In summary, remember that overwinning, bulldozing your way through without considering the OP's needs, is one of the most common negotiation mistakes. Like Russian tanks or the authoritarian ("My way is the way") approach, ineffective negotiators bulldoze their way, wanting to get what they want *without* even considering their OP's needs and requirements. And this leads us to...

1.4 Overwinning Is Bad!

Your OP makes blunders; you are winning but at the expense of the OP. Do you take advantage of the OP's blunders? Suppose you have pinned your OP down and you both know it, what happens? Do you continue to hit your OP?

Remember there is always revenge, maybe not today, perhaps tomorrow or someday and anyone badly beaten is likely to come back and hit you. He or she may poison the well. Indeed, he or she may come swooping back as your deadliest rival! And in the long term, it could be a lose-lose deal for both. Be magnanimous, and give back a little to your OP in return for goodwill, a good relationship and security.

In Thailand and, in fact, in most Asian countries, modesty is preferred. This is similar to the Buddhist way of middle path. In predominantly Muslim Brunei, Indonesia, Malaysia and southern Thailand, Islam is a religion of moderation, so overwinning, even the perception of it, is bad.

1.4.1 Even If We Win

It is better to make sure that the OP feels good at the close of the negotiation. This enables you to deal with him or her further and thus secure goodwill and build long-term relationships. Any negotiation that ends in bitterness or regret is a bad deal—if this happens, you have actually made a loss! The consequences will come back and haunt you!

If you are dealing with your supplier, don't think of your first deal as a way of showing who is the boss. Do not knock him down! Build your bridges. Aim for fairness as well as taking a long-term view of your relationships, otherwise, you will be searching for a new supplier all over again. Treat your OP with respect and honour. A thank-you note, a celebration meal/high tea, a telephone call and/or a gracious remark to a mutual acquaintance are some of the ways and means of making the OP feel that if he or she had to lose, at least he or she lost to you, a decent person.

Sometimes, I heard some people bragged of how good a deal they got from their opponents. I believe that it's not very smart to tell your OP that you have got a good deal. Never let your OP know what a good deal you got. If word gets back to your OP, she will feel you are talking about her and making her appear silly or

inexperienced in front of other people, and so she will be unhappy and hostile. Gloating after the deal is also exceedingly bad manners. The best advice is to keep your boasting to yourself where it is not going to hurt you or anybody else!

1.4.2 Making Sure that the OP Does Not Lose Face

At any time when someone really embarrasses himself in a negotiation, the incident can be a deal killer despite the merits of the agreement. We should avoid situations that will make OPs look bad to their client(s), other members of the team, their family or the public.

In Asia and China, “face”, or *mianzi*, is an important cultural concept. It is a fragile commodity. The Chinese are acutely sensitive to the regard in which they are held by others or the light in which they appear. It is very critical to be aware of the concept of *mianzi*, if only to head off situations in which you cause someone to lose it. If so, you can lose that person’s cooperation, or worse you may open yourself up to retaliation by him.

Not treating someone with proper respect is a serious sin among the Chinese. It almost always comes back to haunt you. If you cause someone to lose face, you will not only lose the respect of the person who you have wronged, you will also lose that of others who are aware of your transgression.

Indeed, as the Chinese proverb has it, “A person needs a face; a tree needs bark.” Overall in Asia, remember that an individual’s reputation is extremely important. A business-person’s reputation is their rice bag or bread and butter in the Western sense. The Asian culture places a very high value on a good reputation and those with a good reputation are treated with the utmost respect. To lose face in the Asian culture is like losing life itself and when taken to extremes, people have lost their lives because of their reputation. When in China, you should “give face,” that enhances someone’s image or reputation. Complimenting your OP on his employees and publicly recognising your OP’s efforts are good ways of giving face. Thanking your OP’s secretary, or employee, who has worked hard on a particular project, even if that someone is of very low rank, is also an excellent example of this. Such actions carry a great deal of weight among the Chinese when they come from foreign guests.

1.4.3 Setting a Pleasant and Cooperative Atmosphere

A positive atmosphere nurtures a positive attitude, which is required to take positive action.—Richard M. DeVos

Regard your negotiation as a working relationship and both of you have the same goals. Avoid confrontation at the outset. Get rid of the direct, harsh-sounding word of “No” from your vocabulary.

Show respect. Respect begets respect. Build understanding, trust and goodwill.

Collaborate.

The Japanese in business, for example, spend great amounts of time getting to know each other while establishing close personal relationships. Both parties go out together, have karaoke sessions, play golf and visit each other’s offices to chat; and when the time comes for actual “negotiation”, the important matters have already been discussed.

1.5 Checkpoint

Think About It

Review the following key points and when you have finished the quiz, check your answers.

1. Using your own words, write a definition for negotiation.

2. What is “face”? How does one enhance a person’s face in China?

3. How can we, as successful negotiators, ensure that the OP does not lose face?

4. Someone says, "Always know your OP. We need to know the OP's needs". Explain that idea in your own words.

5. Why is overwinning is bad?

6. Can you cite reason(s) why overwinning is particularly bad in Asia?

7. How do you make sure that your OP does not lose face?

8. Think and give more examples of cooperative words that you may want to use or apply during negotiations?

9. How can we, as effective negotiators, set a pleasant and cooperative atmosphere?

10. How can we, as successful negotiators, know the needs of the Other Party (OP)?

11. Your own pointers:

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In giving, we receive. Seemingly we lose, but we gain tremendously. Invest in creating goodwill and building relationships, and win in the long term.

Low, Kim Cheng Patrick

2.1 Introduction

In my second book, *The Power of Relationships* (Low 2001), I highlighted that building relationship helps us in our negotiations.

In this chapter, let me illustrate this further. Successful negotiators have the interpersonal skills to upkeep a good working relationship with the OP and those involved in the negotiation. Negotiators with patience and endurance as well as the ability to persuade others without using manipulation can maintain a positive and cooperative atmosphere during a trying or problematic negotiation.

It is worthy to note that negotiation is not essentially one side against another arrangement. Successful negotiators should have the skills to work together as a team and nurture a cooperative, collaborative or concerted atmosphere during negotiations. Those involved in a negotiation on both sides of the issue must work together to reach an agreeable and acceptable solution.

Also, we should note that relationships can also enrich our business life by improving our negotiation skills. Besides, in Asia, business people prefer to deal with individuals they know or with whom they are familiar. For Asians, business relationships are ties based on obligations and reciprocity, and then profits.

In fact, having weak negotiation skills can lead to poor relationships with our customers/suppliers and those around us. However, having good negotiation skills does lead us to better relationships with others, and the reverse is also true—having good relationships with others helps us a lot when we negotiate with them.

We can build an advantage when we apply relationships to our negotiations with others.

2.2 Prenegotiation Stage

Like the farmer, plough the land and prepare the soil before planting.— Low, Kim Cheng Patrick

Before negotiating with anyone, first meet the person(s). Get to know the person. Relate well to them.

In Asia, be very sure to use someone who is open-minded. And do not use anyone in your negotiation team or in business dealings who are intolerant of different races or ethnic groups, religions or cultures. The negotiator, knowing or trying to find out more of the culture of the other party (OP), should be culturally empathetic and be able to see other angles. Many Westerners and even English-speaking Asians would, in fact, notice that some officials from the immigration or customs and the police might appear to be very rude in making their demands—“See your documents”; “I want documents”; “Passport!” and “Give passports”—without using phrases such as “May I ...”, “please” or “thank you”. Although many people from Western culture will consider this inexcusably rude and take offence, they fail to recognise that the locals in Asia or even in non-English-speaking European countries may not have a command of the English language beyond that of functional necessity.

Before meeting the OP, do your homework, research and find out more about the person or people involved. During this so-called *prenegotiation* stage, you get to know the people involved and having established rapport and personal relationships, both parties will certainly find it easier to clarify, discuss and work things out.

Other things that we need to do in the *prenegotiation* stage are:

Set our goals, what are our aspirations and resistance or walk-away goals and targets? Ask ourselves: What do we want out of this negotiation?

Do your homework. (One serious negotiation mistake is that of starting to negotiate before you are ready. No matter with whom you are negotiating, do not begin talking unless and until you are ready.) Adopt the boy scouts’ motto: “Be prepared!”

Be thorough when doing your homework. Gather technical information about the Asian company’s products and services before you go. Check research patents where necessary, and go to trade shows, fairs and exhibitions.

Do not take for granted or fully rely on what Asian companies tell you about the local market. Ask around, verify what you have been told and conduct your own feasibility studies.

In Asia, do remember and act on these: When dealing with a bureaucracy, establish a deadline for outcome and results. Monitor your negotiation progress, and always keep a record of your phone calls and visits to the bureaucrats. Record what was promised. Be sure that the clerical employee gives you an action deadline.

You may also follow up by a phone call or better still send a letter as a record and a formal document summarising your conversation.

Always get a deadline and follow up with a letter and phone call. If this doesn't work, go to the next-higher/supervisory level. If you work the system persistently and lay the paper trail, with a record of missed deadlines with unfulfilled promises, you will eventually get what you want.

Do your research and conduct a realistic self-assessment of your contribution and performance relating to the success of the OP. Align your achievements with the direct success of the OP or client company and support the need to get what you want or negotiation rationale citing solid and specific examples. Negotiations offer you the opportunity to open the OP's eyes to the benefits of dealing with your company or things that may have otherwise gone unseen. Be confident in your direct role towards the success of the client company (OP).

Do a strengths, weaknesses, threats and opportunities (SWOT) analysis of you and the OP.

Approach any third party if possible to help you when you negotiate with the OP. The third party can serve as an in-between or mediator. Consider the use of a third party. Do you and the OP have a common friend (contact); can this common friend (contact) serve as the third party? Does the third party know the OP well enough to serve as an in-between?

When using third parties, you need to check the attributes of the third parties, and these include the third party's:

- !Position/appointment.

- !Character and integrity.

- !Impartiality.

- !Reliability.

- !Knowledge about the negotiation parties, issues and background.

In Asia, such as in China, Indonesia or the Philippines, negotiators prefer third parties or a go-between to facilitate meetings between them and the OP. The idea is that a friend's friend is also one's friend and that is where third parties are better appreciated.

Appointments with your OP in Asia should be made early or you should have the OP's e-mail address; to be safe, arrange the appointment a month or two in advance, and better still contact third parties. The appointment should then be reconfirmed when you arrive in the country.

The *benefits* of using third parties are many; these include the facts that third parties help to:

- !Reduce irrationality during the discussions.

- !Inject rationality and evoke realistic approaches (third parties are mostly seen as objective and neutral).

- !Explore alternatives and options. Third parties can make suggestions and introduce more options to the parties involved.

- !Save face.

- !Establish procedural rules.

- !Assist exchange of information between all parties in the negotiation.

¹Alleviate imbalance of power.

¹Enable the use of association, contacts; connections and networking.

Meet early and build relationships with the OP. In Thailand and some Southeast Asian countries, “golf diplomacy” seems to be practised. For example, back in 1996, one newspaper article reported that Thai Prime Minister Banharn Silpa-archa planned to “build warmer relationships with South-East Asian leaders through golf diplomacy, preferably in balmy Phuket” (The Sunday Times 1996). In the same way, the Asian corporate world may also adopt the same prenegotiation meeting method in dealing with their negotiation OP or counterparts.

Through golf or other prenegotiation meetings, the successful negotiator needs to check his or her understanding of the OP’s needs and strategy. Ask: Does it match with your needs? If the Asian side may be operating out of self-interest, attempt to figure out what your OP really wants.

How could we develop a win–win situation to benefit both parties? Review common ground. What mutual benefits exist for both parties? Your gains are the OP’s gains too and vice versa.

The first meetings are critical or very important and will set the tone of a future alliance. (Small talk is the norm. Topics will mostly revolve around your itinerary, flight, hotel, places of interest, sightseeing and questions about you and your family. At subsequent meetings, this time will be spent catching up on the latest news.)

Be sure too to do an essential prenegotiation country study. See the following essential country study guidelines.

2.2.1 Essential Prenegotiation Country Study

Country Study: China—Prenegotiation Success Tips when Dealing with the Chinese

Here are several hints and key pointers from experienced China hands, though they are not in any particular order of precedence:

1. *Long-term thinking*. Currently, China is the favourite choice for outsourcing manufacturing, and the Chinese want to better themselves.

The Chinese are long-term thinkers, so do think of the long term, not the short term when dealing with them. It is critical to build a relationship with them. And with relationship comes trust. It is important to build the Chinese’s trust in you.

2. *Guanxi*. *Guanxi* means “connections”. Like most Asians, the Chinese place stress on getting to know the OP. So, establish your relationships and network (*guanxi*). It is often the case that you can’t even get to first base in China without *guanxi* and you can do anything, even things you ought not to do, when you have it.

Most China experts would also add that it would be easier to do business in China if one has a contact and a letter of recommendation. Once you have the contacts, you need to develop or cultivate friendships with these contacts; shared interests will foster better relations.

3. *Still has an economy based on relationships, not contracts.* Business transactions are personal agreements that are negotiated privately and cannot be verified or enforced by an outside body.
4. *Have common friends or contacts to facilitate the first meeting or to act as a go-between.* Employ a third party if need be. The third party can also act as a mediator with government officials. Do also get to know the local officials and have a pool of contacts and a network since this facilitates you're getting more information.
5. *Have patience and professionalism.* Have good people work for you and be careful about the people you deal with. Accept as normal prolonged periods of no movement or inactivity.
6. *Appointments should be made about a month or two in advance.* The appointment should be reconfirmed when you arrive in the country.
7. *Note that "yes" does not necessarily mean "yes"—it can mean that the OP is only listening.* A yes response could be an acknowledgement of understanding but might not necessarily mean an agreement has been reached.
8. *Certain colours and numbers are preferred.* The colours red and gold are lucky and auspicious, and the numbers "8" and "6" are synonymous with (or sound like) "prosperity" and "luck" or "being lucky", respectively.
9. *Gifts can include bottles of brandy, whiskey and other types of liquors.* It is good to give the OP host fruits such as Mandarin oranges and in even numbers; even numbers are considered lucky. Avoid giving scissors or knives as these items are considered to bring bad luck.

Country Study: India—Prenegotiation Success Pointers when Dealing with the Indians

Here are some hints and essential points that you need to know before negotiating in India:

1. *Hindu way of life.* Several faiths are practised in the secular country of India. However, the majority of India's population practises Hinduism; Hindus do not eat beef, and cows are sacred to them. Indian Muslims, on the other hand, place a high value on their religion, Islam. Be sensitive to Islamic principles and way of life when dealing with Indian Muslims.
2. *Image problem.* "Made in India" could be the next big economic story, with the country challenging China's position as the leading global manufacturing hub within the next several years. But India does suffer from an image problem, and this image blocks better business relations between Indians and foreigners. This image problem is the image that the Indians are not trustworthy. Nonsensical though this may appear to the thousands of satisfied buyers who have conducted business with Indian clients, the image is still there. A simple trick is to make a few common-sense enquiries to find out the Indian businessman's credibility.

Also, note that being confident and resilient, most Indians believe that they can succeed. It is good to ask around and get to know a few people first before doing business and conducting negotiations.

3. *Gracious hosts.* Indians are gracious hosts and are quite informal and relaxed in their approach to business negotiations.
4. *Trust.* At the heart of business in India is the trust factor. Although written and legal documents are a basic prerequisite to international trade, there is a still need to establish personal relationships of mutual trust, respect and understanding. Personal relationships allow for more flexibility in conducting business transactions particularly if problems occur. Renegotiation is based on the level of trust you have established.

It is said that Indians make a strong distinction between “insiders” and “outsiders” and normally prefer loyalty and dependability over efficiency and independence (Sinha 1990). Hence, a strong trust factor is present.

5. *Attire.* Except for formal dinners and special meetings, chief executive officers of companies generally conduct their business in a safari jacket or an open-necked shirt. Ties are rarely evidenced in Mumbai, but Delhi is a little more formal. And business can be conducted in offices, restaurants or homes with equal effectiveness.
6. *Shaking their heads to express “yes”.* Indians express their agreement by shaking their heads from side to side, which may also be interpreted as meaning “no”, although the gesture is rather different if carefully observed.
7. *Bureaucracy and red tape.* Normally companies that are government owned can generate a great deal of bureaucracy and paperwork. Do your homework and find out who makes the real decisions within the government.

Country Study: Indonesia—Prenegotiation Success, Knowing the Indonesians

Here are several hints and key pointers from experienced Indonesian hands, though they are not in any particular order of precedence:

1. *Business meetings.* Avoid crowding your schedule, as meetings can take longer than anticipated. As in most Asian societies, it is important to spend time on social courtesies and establishing relationships before getting down to business. Face-to-face discussions are preferred, especially in early dealings with a considerable time being spent getting to know one another and deciding if a long-term relationship is possible.
2. *Indirect communication.* Because the maintenance of harmony is stressed, the style of communication tends to be indirect, even circuitous. At times, hints are instead preferred.
3. *Avoidance of bad news.* It is important to avoid anything unpleasant. Bad or contrary news is not usually delivered directly. However, the Western tendency to explicitly identify problems (and possibly solutions) is now more commonly accepted.
4. *Smiling and stress.* Indonesians have been trained to cope with stressful interpersonal situations by smiling in a non-assertive way. The angrier someone else becomes, the quieter and softer they become. When faced with conflict, they normally remain calm. They withdraw from the situation, or at times deal with it later and possibly through a third party.

The word “ya” or “yes” does not mean agreement. It can merely mean that they have heard what you have said, or it may show a desire to communicate and please. Indonesians often smile or nod in situations where English speakers explicitly say, “Thank you”.

Smiling is a very important and noticeable aspect of Indonesian culture. It is important to return the smile of an Indonesian guest. A smile can also replace the words “Thank you”.

5. *Time.* Indonesians have traditionally had a relaxed attitude towards time. *Jam karet* (“rubber time”) is a phrase that is used to excuse or explain lateness. However, being punctual or even early is now being promoted nationwide (Low 2000).
6. *Use the right hand when presenting your business card and documents to your Indonesian OP host.* The left hand is considered as the toilet hand: it’s dirty or unlucky.

Country Study: Japan—Dealing Successfully with the Japanese

Here are some key pointers for mental preparation and things to note when dealing or negotiating with the Japanese:

1. *As part of the prenegotiation, we need to know and understand the thinking and motivations of the Japanese.*
2. *Build relationships first.* Build relationships first, and later on talk about business. The Japanese seek signs of sincerity and are more sensitive to relationships (*kankei*) than Western businessmen. They often assess visitors by the way they can strike emotional chords in them. The Japanese tend to concentrate on relationship-based issues. The emphasis in Japan is on understanding where the other person is coming from.
3. *Think long term.* They believe that time is on their side. On your part, there is a need to be patient. Don’t rush into your negotiations with the Japanese.
4. *Many ways of saying “NO”:* The Japanese have many ways of saying “NO”; know them—for example, “Yes” but not yes as in the English sense, but rather it means, No can mean: “I am thinking”, “Go on”, “I’m listening”, “Wait” and “I don’t know”. Or “No”, a polite no.
5. *Feel around (nema-washi).* From the preceding pointer, we need to do a lot of “feeling around” or groping and probing—don’t assume or jump to a conclusion. Hence, when negotiating with the Japanese, we need to apply what the Japanese term as *nema-washi*.
6. *Think win-win.* Here, the common expression *gojo-gojo* (mutual cooperation and compromise) applies; it is lauded as a virtue to a much greater degree than “give and take” in the West. *Gojo-gojo* means reaching decisions through a display of goodwill, by mutual trust and reaching some final, mutually acceptable position by way of fine adjustments of one’s position or demand. Coping implies *kaizen* and continuous refinements or adjustments. *Kaizen* implies continuous fine changes rather than one categorical revision or sudden innovation.

7. *A prevalent indirect, harmonious style.* Americans are perceived to be assertive as compared with the Japanese, who appear to “love indirect and ambiguous modes of persuasion” (Niikura 1999, p. 48). In part this is due to the Japanese’s “deep respect for the other”, and to be direct when expressing negative feelings implies impoliteness. So the Japanese prefer to have an indirect, harmonious style when dealing with others. When compelled to express disagreement, they would rather do it indirectly (perhaps after the meeting or in another room later). Intermediaries or go-betweens help move the process along and interpersonal harmony is regarded as more important than confrontation.

Preparatory Self-Question: What Is So Japanese About the Japanese?

In his book *Reading the Japanese Mind*, March (1996) gives the following characteristics:

1. *Emotional attachment to the country.* Here, we can take it that the Japanese are very nationalistic.
2. *Family-like attachments.* There is this parent–child or *kacho–oyabun* relationship; the relationship is clearly meant to be familial. Japanese children are not encouraged to be socially independent once they reach their teens, although many do so for economic reasons. Even teacher–pupil and master–apprentice relationships are recognised as analogues of the parent–child relationship. In many cases, the socially mandated family-like relationship produces attachment and obligations on both sides that last a lifetime.
3. *Attachment to the company.* The work organisation is the most powerful attachment; it gives men the anchors for their social and economic identity.
4. *Company before the family.* Of the primary attachments to the mother/wife and to the company, that to the company is more critical to Japanese men because it is more conditional and commanding. Love of the company or its appearance, according to March, must be manifested in dedicated, self-sacrificing behaviour. The wife/mother elicits less attachment and serves more as a support role.
5. *The Japanese language.* To me, it is good to know some Japanese so as to be able to touch base or connect well with the Japanese.
6. *Sentimental attachment to nostalgia.* Being attached to something for a long time is quintessentially Japanese. The Japanese are proud that nostalgia is one of the greatest sentiments in their culture.

Country Study: Cambodia (Kampuchea)—Prenegotiation Success, Knowing the Cambodians

Here are some key elements that you need to know before negotiating in Cambodia:

1. *Preference for negotiation between friends.* Like most Asians, Cambodians prefer to negotiate between friends or with people they know.
2. *Establish rapport.* Have icebreakers. It is best to avoid talking about the military and/or politics in the country, just relate with the Cambodians well—talk about

food, nature and sports; these are safe subjects as icebreakers and they help build rapport.

3. *Meeting and greeting.* Greetings between Cambodians are dependent on the relationship, hierarchy as well as the age difference between people. The traditional greeting is a bow combined with a bringing of the hands together at chest level (similar to bringing hands together for prayer). If one intends to show greater respect, the bow is lower and the hands are brought higher. With foreigners, Cambodians have adopted the Western practise of shaking hands. Women may still use the traditional Cambodian greeting. The simple rule here is to respond with the greeting one is given. In Cambodia, people are addressed with the honorific titles *Lok*, meaning “mister”, for a man and *Lok Srey*, meaning “missus”, for a woman, followed by the first name or both the first name and the surname.
4. *Relationship helps.* Know your OP and build a relationship with him or her.
5. *Gift-giving.* Gifts are normally given at Cambodian New Year (*Chaul Chnam*). In Cambodia, birthdays are not really big events like in the West and people of the older generation may not even know their birth dates. “A small gift can be offered when invited to your OP host’s home for a meal or dinner. When invited to a home, you may bring some nicely presented fruit, sweets, pastries or a bouquet of flowers for your host. Avoid giving knives. Gifts are usually wrapped in colourful papers. Do not use white wrapping papers as this is the colour of mourning. When giving gifts, please use both hands. Gifts are normally not opened when received” (one interviewee’s input).

Country Study: Kazakhstan—Prenegotiation Success, Knowing the Kazakhs

Here are some key elements that you need to know before negotiating in Kazakhstan:

1. *Preference for negotiation between friends.* Like most Asians, Kazakhs prefer to negotiate between friends. They prefer and feel that it is better to negotiate between and among “people of the same gender”. “Men usually discuss in the sauna or in the bath houses”.
2. *Relationship-building helps.* This coincides with other findings in sales research too; after all, “people do not buy from you unless they know you” and people tend to “be calculative” when negotiating with strangers. What is more, “adequate focus on the relationship aspects of negotiation” has been pointed out as the key to successful negotiation in Asia.

“People like to create *karym katynas*” (a Kazakh term meaning “relationships”), “People prefer to buy from ‘dos’” (Kazakh for “friend”); these were reaffirmed by Low (2005) though the researcher–author was referring to the importance of building relationships in the context of sales success in Kazakhstan.

Before doing business with anyone, the Kazakhs prefer to get to know or relate first with the person well; they rather eat or dine with the person first. This is a good negotiation technique, the “prenegotiation” way, since it builds the stage, making it easier for both parties to clarify, discuss and work things out during the formal negotiation.

Certain Russian cultural traits such as drinking vodka were also borrowed by the Kazakhs from Soviet times; indeed, there is also some Russian cultural influence here. Kazakhs of any ethnic origin, as highlighted by the focus group members, will offer the OP alcoholic beverages, especially if one is a man. An exception to this can be if one is in a strict Muslim household. More importantly, “in Kazakhstan, there can be no negotiation without food first!” (several interviewees’ input). These words coincide with the fact that “food was used in formulas of wishing good (*bata*) and damnation (*kargys*)”—ancient genres of Kazakh folklore. “We ate, we drank together and exchanged jokes”, and “as we drank, we talked ... laughed”.

3. *Trust must be nurtured.* Trust should be developed once rapport has been established and relationships have been built. Eating and drinking help to establish relationships between parties. Indeed, “having good relationships with others helps us a lot” when we negotiate with Kazakhs. Though some haggling may occur in negotiations between friends, there is much opening up, mutual honesty and cooperative problem solving and working together.
4. *Cultural sensitivity is critical.* Foreigners should be sensitive enough to the cultural mosaic of the Kazakhs, and they should be aware not to treat the OP of other ethnic groups as though they were dealing with the Kazakhs. Basically, they should not assume that all in Kazakhstan are Kazakhs. This can be culturally insensitive. Also, they have to recognise that each ethnic group has its own cultural pride or ethnocentric feelings. Kazakhstan has various ethnic groups, including Germans, Russians, Tartars, Uighurs and others. The overall attitude you need to have is that while you are here—in fact, for almost all occasions, not only when negotiating, and for that matter with anyone of whatever cultural background—you should be “genuine in your attempts to be thoughtful and gracious, (and) you will all have a great time” (interviewees’ input).
5. *“Clanning”, connecting and networking.* In Soviet times (*Alash Orda*), one’s contacts and network were critical. Good contacts in the party were necessary, and without a solid network to lean on, promotion was virtually impossible. The Soviet authorities persistently tried to break the Kazakh clan systems, but they never quite succeeded in this undertaking, and today these kinship-type alliances, in a way, continue to hold great significance in Kazakhstan. The relationships between the individual and the groups are still regarded as important. These are evident when it comes to “the opening of new retail outlets” and “support given to individuals by their relatives and clans” (Low 2005).
6. *Gift-giving.* Flowers are good gifts. Bottles of vodka or alcohol are good gifts to non-Muslims, Russians and non-Kazakhs.
7. *Colours.* Yellow and green are well favoured, especially among Muslims. White is also seen as a “pure” colour, and is associated with wedding rituals such as white wedding gowns. Blue is also another colour that is preferred, since before the Kazakhs were converted to Islam, they were animistic and *tengri* (a Turkic root word for “sky”) and the skies were worshipped or admired. Blue is also currently liked, as it is the national colour, the colour of the nation’s flag. Speaking to several locals, this researcher–author learnt that the colour blue is also said to

reflect the open sky and freedom, the freedom to choose and the country is also open to trade and for all nationalities to come. Similarly to the Chinese, gold is also well liked by the Kazakhs. Gold (Kazakh word *altyn*) is symbolic of wealth and riches. The colour black is not generally perceived as good since it is associated with death. It is also considered as the colour of poverty. As the nation progresses, more people wish to wear more colourful clothes. However, increasingly these days, most teenagers see black as the colour for being trendy and modern (Low 2006).

Country Study: Korea—Prenegotiation Success, Knowing the Koreans

Here are some essential elements that you need to know before negotiating in Korea.

In Korea, if you are a woman, you are in a man's world and you should be ready to talk business or negotiate in a bar after working hours.

1. *Know what gibun is.* When in Korea and before negotiating, know what *gibun* is. *Gibun* is the integral part of the Korean psyche and in fact it is the essence of the Korean spirit. There is a need to understand its care and well-being. *Gibun* can be described as a combination of self-esteem, mood, feelings and a person's inner spirit. Maintaining harmony is of great significance in maintaining a healthy *gibun*. The Koreans, for example are also hesitant to relay bad news to their elders, especially in the early morning for fear that it may ruin the elders' good moods or *gibun* for the entire day. If your OP's *gibun* is good, he will be more prepared to accept your proposals.
2. *Maintain a positive attitude.* When bargaining or negotiating with the Koreans or for that matter anyone, maintain a positive attitude, as the Koreans would ordinarily like to say, "Nobody can spit on a smile". Avoid confrontation.
3. *Honour rituals.* Rituals can appear in several ways. Everything from a trip to a sauna to a drinking party after the close of a deal can be a ritual. When in Korea, honour rituals; it will be to your advantage to participate if you are invited. Even if you are not invited, it is reasonable and okay to mention a common interest to leave open the chance of an invitation. Participation in a ritual can bring about or promote goodwill and start things off on a positive note.
4. *Know the Korean language.* Generally, the Koreans respond favourably to anyone who speaks their language. Knowing even a little Korean could turn an ugly negotiation situation into a successful one. Koreans expect friends to understand and be understanding.
5. *Try to view things from their angle.* This is almost universal but Koreans really appreciate those who can see their side of an argument.
6. *Build positive relationships.* For Koreans, the process of reaching an agreement is as important as the result. The relationship between all parties should be harmonious and pleasant. Koreans want to ensure that when the inevitable difficulty occurs, their partner will be flexible and easy to work with, not rigid and legalistic.
7. *Offer alternatives.* "The more the better" (Korean proverb). Interestingly, negotiation is really the search for alternatives. It may not involve compromise but just another way of looking at things, and things end well.

Country Study: Laos—Prenegotiation Success, Knowing the Laotians

Here are some key pointers for mental preparation and things to note when dealing or negotiating with Laotians:

1. *Friendly and polite people.* The author's dealings with the Laotians indicate that they are friendly, polite and very relationship based.
2. *Create rapport.* Have icebreakers. It is best to avoid talking about the military and/or politics in the country, just relate with the Laotians well—talk about food, nature and sports; these are safe subjects as icebreakers and help build rapport with the Laotians.
3. *Give gifts.* Give food and fruits as gifts; the Laotians welcome these. Alcoholic drinks such as brandy or whiskey may also be given and seen as acceptable, Offer gifts with both hands. To friends and family members, most Laotians avoid giving sharp things such as knives or razors as such an act means the cutting off of friendships.

Country Study: Malaysia—Dealing Successfully with the Malaysians, Knowing the Malaysians

Here are some key pointers for mental preparation and things to note when dealing or negotiating with Malaysians:

1. *Ethnic groupings.* Malays or *Bumiputras* (“sons of the soil”) make up 60% of the population, the Chinese constitute approximately 30% of the population and the Indians about 9%. The ethnic minorities include the Orang Asli and the Semais in the Peninsula, the Dayaks, Bidayuhs, Ibans and Melanaus in Sarawak, and Kadazans in Sabah and other ethnic groups.
2. *There has been a policy of affirmative action in favour of the Bumiputras (local Malays) in many fields.* The *Bumiputras*, for example are allotted some stock ownership in certain public companies, and preference in school, university and government placements.
3. *National language*—The national language is Bahasa Malaysia (*Bahasa Melayu*) and is understood in all areas of the country. English is also learnt at school, and is widely spoken and understood, especially in commerce and industry.
4. *Gender roles.* Men remain dominant socially, economically and politically, though the number of women in the workforce is growing and women have achieved important positions in most areas (such as the inclusion of a female minister in the cabinet). Well-off women see no problem in combining running a home and having a career because servants are easily available.
5. *The importance of the family.* There is a strong loyalty to the extended family. Family members have obligations to care for each other by providing emotional and financial support and by spending much time together.
6. *Loyalty, cooperation with family members and meeting obligations are all highly valued.*

7. *Religion*. Islam is the official religion, but Malaysia is a secular state, not run by Islamic law. Freedom of religion is guaranteed. Most Malays are Muslims.

The other two large ethnic groups have their own religions. Most of the Indians are Hindus and the Chinese are predominantly Buddhists.

8. *A collectivist culture*. Malaysia, in general, is a collectivist culture that stresses harmony and deference. Malaysian society is complex and interdependent. In the villages (*kampungs*) and paddy fields, *gotong-royong* is commonly practised. People work together cooperatively particularly during the planting or harvesting seasons. There tends to be a strong sense of obligatory membership of groups such as the extended family, neighbourhood groups and religious groups. The Chinese are also collectivist in nature.

9. *Courtesy and harmony are valued*. Courtesy is valued. As Muslims, the Malays observe the protocol of *budi* that is manifested in two ways—as individuals, Malays observe the *adab*, which means showing courtesy to all people at all times, and as members of society, they must observe *rukun*. *Rukun* means acting in ways that encourage harmony in the family, the community and the whole society. Being polite is always seen as being good and kind to others. Generally speaking, whether one is in Malaysia, Brunei Darussalam or in Indonesia, the Malay saying *Bila meminta lembut gig dari lidah* (“Be very polite when asking for something”) applies. This is also applicable in the Malay Singaporean community.

10. *Indirect communication*. Because the maintenance of harmony is stressed, the style of communication tends to be indirect. It is considered as impolite, especially among the Malays to make an outright request, so Malays will talk around what they intend to convey in the hope that their message is understood. At meetings, it is not proper to come straight to the point and usually it is more appropriate not to be excited over a “yes” or a “no”. One way a Malay generally expresses gratitude to his superior or his OP when the latter has been generous or has done something for him is by giving him a gift or inviting him to dinner at his home. What’s critical is to maintain the relationship.

11. *Gift-giving*. Giving gifts or *hadiah* is an important part of the Malay social and business life. The size and cost of the gift are less important than the emotion expressed through the gift. As in other Asian cultures, it is customary not to open the gift in front of the giver because it can give the impression that the gift is seen as more important than the person giving it. Offer gifts with both hands, and use the right hand when presenting it to a Malay-Muslim Malaysian.

One interesting insight is that several interviewees have expressed that a vital success factor to win over Malay Malaysians when negotiating with them “is to know their status or titles and address them properly so as to make a good start to the negotiation process”. They believe that “the same is applicable when negotiating with the Chinese or Indian Malaysians. (There’s a need to) know their rank, appointments or positions in their respective companies and address them properly”.

Country Study: Myanmar—Prenegotiation Success, Knowing the Myanmar People

Here are some key pointers for mental preparation and things to note when dealing or negotiating with the Myanmar people:

1. *Several races of people have lived in the region, the oldest of which is probably the Mon or the Pyu.* In the ninth century the Bamar (Burman) people migrated from the then China–Tibet border region into the valley of the Ayeyarwady, and now form the governing majority.
2. *Friendly and polite people.* The author’s dealings with the Myanmar people reveal that they are friendly, polite and very relationship-based.
3. *Create rapport.* Have icebreakers. It is best to avoid talking about the military junta and/or politics in the country, just relate with the Myanmar people well—talk about food, nature and sports; these are safe subjects as icebreakers and help build rapport with the Myanmar people.
4. *Give gifts.* Give food and fruits as gifts; the Myanmar people welcome these. Alcoholic drinks such as brandy or whiskey may also be given and, in fact, are seen as acceptable gifts.
5. *Build trust.* It is critical to create rapport first and build trust with your Myanmar OPs, friends and contacts. It is good to get to know and understand your Myanmar OP’s interests, and become connected with them.

The author’s Myanmar friends and contacts have said the following: “Normally, negotiations with the Myanmar people are not difficult. Myanmar people are normally very nice and very easy to negotiate with”.

“If you have a problem, you should offer or make some sacrifices ... sort of a bit of sacrifice. You may start by sacrificing and giving in on your part; and the OP will then follow suit. It is like ‘give and take’ but you need to start first and proactively. You also need to show that you are sincere ... wanting to make the deal. If you run into the problem again, let me remind you, normally it’s not necessary ... we (Myanmar people) are nice people. Sometimes, problems may arise if the people do not trust you. That is why you have to really start building trust”.

Country Study: Negara Brunei Darussalam—Prenegotiation Success, Knowing the Bruneians

Here are some tips in moving forward when dealing or negotiating with Bruneians. Before negotiating with Bruneians, you should know:

1. *Negara Brunei Darussalam—the abode of peace—is unique amongst Southeast Asian states.* Aside from being the smallest country in the region, Brunei has a novel, albeit neotraditional form of government that is sometimes seen as anachronistic on account of the absence of elected representative institutions present in the other ASEAN member countries. Despite this, Brunei has emerged as a significant player in the region, and has attained a status well beyond its size in important international organisations, but especially so within the ASEAN group.

2. *Brunei is an Islamic sultanate ruled by a monarch who is both the head of state and the head of government.* The Sultan embodies the executive, the legislative and the judicial branches of government. He both reigns and rules, with assistance from a privy council, on matters concerning the royal household and customs, and from a cabinet and bureaucrats, on most other matters.

There is, however, a freedom of religion for the other ethnic groups, chiefly the Chinese and the Indians. Most Malays are Muslims.

The other two large ethnic groups have their own religions. Most of the Indians are Hindus and the Chinese are predominantly Buddhists. Some minorities, for example the Ibans, are Christians, whereas some may be Muslims.

Friendly and peace-loving people. Generally, Bruneians are friendly and peace-loving people. “Bruneians normally negotiate through discussions, resolving any conflicts in an amicable way”. With a population of less than 400,000 people, everyone knows everyone in Brunei, and it is customary or commonly accepted that people are in one way or another related. Conflict is normally seen as a sensitive issue that is at best avoided. MIB [*Melayu Islam Beraja* or 3 M, Malay Muslim (Islamic) Monarchy] is actively promoted as a national ideology, and this has largely helped to bring about conformity in the thinking of the Sultan’s subjects or the Bruneians. By invoking age-old traditions of respect for one’s parents, the state, religion, and the monarch—which have been incorporated as a mandatory part of the school and university curriculum, Bruneians are being imbued with *Calak Brunei* or *Cara Brunei*. The latter, roughly speaking, is the “Bruneian way” of negotiation or conflict resolution through discussion, dialogue and compromise.

Meetings in government offices, reflecting the MIB philosophy, normally begin with the Muslim opening prayer (*Surah Al-Fatihah*) and end with a closing prayer (*Surah Al-asr*).

3. *Mesyuarat or dialogues, discussions and consensus.* In line with the Islamic way, *mesyuarat* or discussions, dialogues and consensus are strongly encouraged; communications are made to promote greater understanding between the parties involved.
4. *Build rapport with the Bruneians.* Know their interests and become connected with them. The author’s dealings with the Bruneians reveal that they are very relationship-based. When your OP arrives, extend your hand first in greeting.
5. *Avoid gifts of alcohol and photos or sculptures of dogs or women to a Muslim.* In any case, Brunei is a “dry country”, meaning no alcohol is allowed for Muslims. Bear in mind that Islamic establishments treat Thursday afternoons and Fridays as days of rest.

Several interviewees intimated to the author that to be ultimately successful when negotiating with Bruneians there was a need to establish rapport, as Bruneians were more relationship-oriented. They also mentioned that there was a clear need to check and know the status of one’s OP before approaching, talking and negotiating with them. “Bruneians want to be respected, and respect needs to be accorded to them accordingly during the course of the negotiations”.

“So, be sure to know your OP’s name, title, if he has one (such as Pehin or Dato), and status (who is he in the organisation.... a director, a senior manager, etc.) and do also have some knowledge of the company’s background and core activities” (several interviewees’ input).

Country Study: Philippines—Prerenegotiation Success, Knowing the Filipinos

Here are some key pointers for mental preparation and things to note when dealing or negotiating with Filipinos:

1. *Friendly and polite people.* Ordinarily, the Filipinos, in this Catholic majority country, are friendly, polite, easy-going and very relationship-based.
2. *Create rapport.* Have icebreakers. It is best to avoid talking about the military and/or politics in the country, just relate with the Filipinos well—talk about food, nature and sports; these are safe subjects as icebreakers and help build rapport with Filipinos.
3. *Give face.* Like most Asians, Filipinos are concerned with face or *muka*. Give and show respect generously, and you will be able to relate and do well when negotiating with them.
4. *Be punctual.* Be on time for all appointments as this shows respect for your host and OP. Allow yourself extra travelling time as traffic can be very heavy on Manila/Makati roads.

Country Study: Saudi Arabia—Preparing To Negotiate in Saudi Arabia

In Saudi Arabia, if you are a non-Muslim, you will need a sponsor to enter the country and to conduct business. The sponsor acts as the go-between, making all the appointments and connecting you with the right people. Please do not forget that once in Saudi Arabia you should strictly follow Saudi Islamic Law. You will need an exit permit to get out of the country.

Here are other essential points that you need to know when preparing to negotiate in Saudi Arabia:

1. *The Islamic way of life.* Saudi Arabians place a high value on their religion, Islam. In a way, it is a total way of life. Be sensitive to Islamic principles and way of life when dealing with the Saudis. Generally speaking, there should be no harm or injury to the OP; otherwise the contract and deal will not be honoured. The *haqq*, or rights of both parties—Muslims and non-Muslims—need to be looked into, and fairness should be attained. There should be a definite measure of justice and appropriateness. Besides, negotiations should be done in the spirit of exchange; they should not be under duress since duress can lead to the weaker party being indebted to the stronger party, and this may give rise to unfair exchange.
2. *Include top-level executives.* Be sure to include top-level executives in your negotiation team when dealing with the Saudis. They should have enough decision-making authority to sign deals with top negotiators in both the private and the government sectors. Most people would advise against including women in your negotiation team; this will complicate matters.

3. *More verbose.* People tend to be more verbose and almost aggressive when making a point. Not only should one speak or express oneself more, but one should also do it in a louder voice. Interestingly, raising the pitch and tone of one's voice, even shouting, is regarded as a sign of sincerity.
4. *Don't rush'em.* The Saudis do not like to be rushed; allow a lot of time for them to make their decisions. Avoid putting pressure on them. To the Saudis, time is a malleable frame of reference within which they operate. They do not want to be rushed. In this respect, avoid putting the OP on the spot by pushing for answers, clarifications and decisions when the OP is not ready. Show deference and respect and respond positively to the OP's need to preserve a good social image.
5. *The no's are indirect.* Take note that the ways they say "no" are indirect. They will delay matters or avoid being accessible. Their society is largely shame-oriented and so they suffer more from being found out rather than from actually violating a social norm.
6. *Spending a lot of time becoming socially and personally acquainted.* The Saudis dislike arrogant or harried behaviour on the part of their business visitors or partners. Factor in warm-up periods. Initial conversations with the Saudis usually involve talking about personal matters. They value spending a lot of time becoming socially and personally acquainted with their potential business colleagues.
7. *Translation.* Make sure that all documents are translated into Arabic, English and your language.
8. *Certain social rules.* Note that there are certain social rules to be observed when dealing with Arabs, especially when you are in their country. Don't hand over documents with your left hand; never expose the soles of your shoes when sitting cross-legged. Ensure that you brush up on rudimentary matters of Saudi etiquette so you will not offend them.
9. *Night meetings.* Because of the heat, you may be asked to a meeting very late at night.
10. *Islamic religion, family honour and lineage are prevalent in all decision-making.*
11. *Gift-giving.* Opulent gifts may be interpreted as bribery, but corporate gifts can include quality pens (gold), electronic gadgets and business card cases. Engraved items are much appreciated. A fine compass may be given to a devout Muslim to help him find his way to Mecca.

Country Study: Singapore—Prenegotiation Success Tips—Knowing Singaporeans and Their Negotiating Ways

Here are some tips in moving forward when dealing or negotiating with Singaporeans. Before negotiating with Singaporeans, you should know:

1. *Icebreakers.* Have icebreakers or indulge in small talk, and create rapport with the Singaporean OP. Begin business meetings with discussions of a personal nature.

2. *Personal relationships.* A key part of good business practice is to establish personal relationships. When going on a business trip, if you are not familiar with your contacts, you should arrange a letter of introduction before you arrive.

If you sent some background information, if need be and possible, spend some time going through the material. Be prepared to go over it in detail when you arrive.

3. *Importance of face.* Avoid open criticisms of an individual; this will result in the loss of face or respect. Face is so important.
4. *Give reasons and apply rationality.* Generally, being competent and being professional appeal to typical educated Singaporean executives. Talk gently, explain and state your reasons. If you don't agree with the OP on an issue, keep your cool. Open expressions of anger will mean loss of face for you and the OP. The deal could be lost. A business deal may not be concluded on your initial trip. Practise patience.

Although Singaporeans speak good English, certain idioms or slang may not be understood. Singlish—the Singapore brand of English—may be used; such type of English may be used in informal situations. It may be used to break barriers or to establish rapport with the locals.

5. *Pragmatism.* Low's (2007) studies show that Singapore corporate leaders are pragmatic; and Singaporeans prefer “what's practical” and “what works”. “Singapore companies must know how to capitalise on opportunities, otherwise it's hard to do business, let alone survive”, and “in business attaining the bottom line is vital” (several interviewees' input).
6. *Result- or task-oriented.* Before negotiating with Singaporeans, think of goals/objectives to be attained and things to be done, and be prepared to speak in this language. In part, influenced by the government and in part influenced by the need to survive, Singaporeans are achievement-orientated (Low 2002, 2008), they are “output-driven or result-oriented” (several interviewees' input); this is part of the island republic's national culture—they want to get things done.
7. *Be aware of body language—yours and the OP's.* Singaporeans are generally conservative when speaking and do not gesticulate much or wave their hands about.

Several interviewees highlighted these observations to the researcher—author: “When it comes to negotiation with Singaporeans, it all boils down to dollars and cents, that's their main concern. What are the reductions to prices? Can we have a discount? It's more like bargaining and haggling over prices”. Besides, “The typical Singaporean negotiator, to me, is results-orientated or bottom-line driven”.

Country Study: Thailand—Preparing To Negotiate in Thailand

Here are some essential points that you need to know when negotiating in Thailand:

1. *Polite people.* The Thais are said to be very polite people; they are gentle too. Thailand is said to be the “Land of Ten Thousand Smiles”.
2. *Thai names.* Note beforehand that a challenge when negotiating with the Thais is that of remembering the Thai names (for example Srifufngfung and

Chantasakuldurong), which may not be easy! But getting their names right can enhance their respect for you and improve your chances of a successful transaction.

3. *Body language.* Be aware of your body language; certain gestures that one takes for granted can be considered rude in Thailand. What you do with your feet during a business negotiation is important. Crossing legs, showing the soles of your shoes and pointing your toes at your host—a Thai taboo—could be taken as an insult!
4. *Hierarchy and seniority.* In Thailand, hierarchy and seniority are still important. Increasingly, as a result of modern influences, the role of women is becoming more important in this land of a 10,000 smiles.
5. *Be friendly and informal.* Experienced Thailand hands would advise that negotiators when negotiating with the Thais keep the negotiation process as friendly and informal as possible—that’s the key to ensuring success in dealing with the Thais.
6. *Informal meetings.* Some negotiation experts attest that as in most Asian countries, in Thailand, the successful negotiator needs to factor in that the real negotiation lies in the informal meetings, after or outside business hours, with the Asian team’s senior person(s).

Country Study: Timor-Leste—Preparing To Negotiate in Timor-Leste

Here are some essential points that you need to know when negotiating in Timor-Leste:

1. *Background.* The East Timorese were dominated by foreigners for a few hundred years, first by the Portuguese and then for two decades by the Indonesians. The East Timorese treat foreigners and their own locals differently. The East Timorese bargain a lot; although one normally “just puts up a show” in shops owned by Indonesians and Chinese, who normally offer or give their regular customers small discounts without the customers asking. One respondent working in Timor-Leste intimated to this author that ordinarily she does not have the heart to bargain aggressively with the Timorese (there is much poverty there), although she knows they are fleecing her! The prices are fixed in the “super”-markets.
2. *Friendly and smile easily.* The East Timorese are friendly, extremely polite and smile easily.
3. *Languages used.* The East Timorese speak the Tetum language; the locals also speak Bahasa Indonesia.
4. *Different ways of talking.* It appears that “they talk in circles (it’s quite difficult to get facts from them). It is so difficult to get factual information from them. If only they would say a spade is a spade! One needs to probe and probe before one gets the *real* picture. If one doesn’t check, one can walk away with the entirely wrong set of information. Most experts would advise that when negotiating with the East Timorese, any decisions should be made in writing and signed.
5. *Gift-giving.* It is alright to give the East Timorese fruits or food as gifts to build relationships with them.

Country Study: Vietnam—Prenegotiation Success, Knowing the Vietnamese

Domestically, it is said that Vietnam has a developmentally hungry populace, a very literate and a young populace of about almost 70% under 35 years of age.

Here are some key pointers for mental preparation and things to note when dealing or negotiating with the Vietnamese:

1. *Be punctual.* To show respect, you should be on time for all appointments, and when meeting the Vietnamese, don't be late. It is also good sense and common courtesy to extend your hand first in greeting when your OP arrives; besides, it makes your OP feel really important.
2. *Create rapport.* Have icebreakers. It is best to avoid talking about the politics in the country; just relate with the Vietnamese well—talk about food, nature, scenic spots such as Ha Long Bay and other sports; these are safe subjects as icebreakers and will help build rapport with the Vietnamese.
3. *The Vietnamese consider colours as affecting their world.* Like the Chinese, they consider red as warm and lucky. As guests, give the Vietnamese gifts that are red; these are considered as lucky to the receiver. Avoid gifts such as knives as they may mean the cutting off of friendship, white cloth as it symbolises a funeral or death, and a handkerchief to a lady as this may mean saying “goodbye”, ending a relationship.

Remember to give (avoid) the right gifts

If someone gives you a (pen)knife, an envelope opener, or even a pair of scissors; and in fact, for that matter, anything sharp, there's a need to give the person a coin. Otherwise, the belief here is that it cuts off your friendship with the giver. This is commonly believed in Asian countries such as Indonesia, Brunei Darussalam, Malaysia, Singapore, Thailand and Vietnam.

2.2.2 Prenegotiation Checklist

Prenegotiation Checklist

1. *Set goals.* What are your aspirations and resistance/walk-aways? What are your maximum (high point) and minimum? What do you want out of the negotiation?
2. *Do your homework.* Gather information on the OP. Research and conduct a realistic self-assessment of your contribution and performance relating to the success of the OP. Sell the benefits of your company's deal with the OP.

Decide beforehand what technical information you are willing to share with your Asian OP and be sure everyone on your team knows.

3. *Do a SWOT analysis.* Do a SWOT analysis of both you or your team and the OP.
4. *Approach a third party if possible to help you when you negotiate with the OP.* The third party can serve as an in-between or a mediator. Consider the use of the third party Does the third party know the OP well enough to serve as an in-between? Check the attributes of the third party.

5. *Decide on the W's.* Decide on *what* and *why*. What is the outcome you seek to achieve? Why do you want to achieve it?

Decide on *who*: who should conduct the negotiation? Are you negotiating on a team or solo basis?

Decide on *where*: where should the negotiation be held?

Decide on *when*: when will be the right opportunity to raise the issue or the right time to negotiate?

Do an essential prenegotiation country study. Research and understand the culture of the OP.

Building Rapport Checklist

Get Ready/Tick.

_____ **Just state the obvious.**

Your OP has recently opened a new branch in a suburban area (country) (Low 2001). Enquire about the surroundings there, or “How is business there?”, etc.

_____ **Give a compliment.**

Praise the OP to initiate rapport. “That’s a nice tie you are wearing! It looks good on you”. On the other hand, be careful one applying this technique because, generally speaking, Asians do not easily accept compliments and praise.

_____ **What’s similar?**

Do you share common sports or a common liking? Do both of you like to swim or play football? You do not have to be clever, just show you like to talk by commenting positively on the OP’s interests or whatever it is both of you have in common—similarities attract and create rapport or the link.

_____ **Food.**

Do both of you like a particular food? Food is another winning topic in any country or for any nationality. Just talk about food, glorious food and you’ll have an audience. Food in fact unites all persons.

_____ **Have a light talk.**

The English call it “weather talk” (“Will it be hot today?”; “Looks like it’s going to rain later in the afternoon, don’t you think?” “Bad weather we’ve been having? Don’t you think so?”). Or you can talk about football matches, and the games played, with who’s who or which team is leading.

2.3 Postnegotiation Stage

The end of harvest brings the farmer to yet another planting season. Your planting success is an ongoing process and you next prepare your field.—Patrick Kim Cheng Low

After the negotiation, i.e. the *postnegotiation* stage, there is a need to follow up and foster close relationships with the OP.

Things to do after the negotiation include:

Signing the agreement and celebrating! Or commiserating. If you are celebrating, give each other a pat on the back for accomplishing the deal.

Once you have signed the agreement, be prepared to live up to its terms. Be honourable. Stick to it, and don't go back and forth, adding or removing terms after the deal has been settled. In fact, nothing looks worse than someone backing out of a commitment. If you are inclined to have second thoughts, give yourself time for pause or time earlier in the negotiation to think about them. (Of course, there are some people who are always angling and scheming to get out of a contract before the ink is dry—be aware and don't be one of them; it's not to your advantage! You have your integrity, reputation and image to consider. The value of your integrity and reputation can't be overemphasised.)

Do monitor. And see what needs to be done by your side and the OP, and follow up and follow through.

Conduct a post-mortem. Have an audit. Ask yourselves these questions, and reflect on:

What went well?

What went wrong?

What are our mistakes?

How can we improve on our next negotiation(s) with the OP?

What can we do differently?

What can we learn from this experience?

Reviewing or evaluating is one of the most critical activities you can perform after each and every negotiation—regardless of the outcome. Go through this step by step mentally.

Reviewing negotiations that did not go well helps you discover what went wrong. Think also of what you would have done differently and the possible consequences. This exercise may appear like daydreaming, but devoting a few minutes in a traffic jam or in a shower to reviewing your previous negotiation experiences can help you improve your next negotiation. Remember that even a winning game has room for improvement. Though, of course, reviewing a winning game is much more fun.

Note that in relationship-based negotiation, we need to prepare ourselves for the next negotiation with the OP. Negotiation is, after all, *not* a one-off event; in fact, it is an ongoing process. And we get to know the OP further.

2.3.1 More Lessons for Business Negotiations Based on Our Relationships with Our Spouse

Several business negotiation tips and pointers can be learnt from our own relationships with our spouse. McCormack (1995, pp. 43–48) highlights what we can learn from negotiating with our spouses; here are his useful tips:

1. “No matter how heated the debate... *couples have to see each other ... face each other again*”—“When people know they will have to do ‘business’ again with someone in the future, they tend to be more agreeable and less willing to pick a fight. Eliminating that sort of belligerence is good for any negotiation”.

2. *Couples respect each other's turf*—partners have “a (certain) ‘no-trespassing’ zones in every marriage... a touchy subject.” Couples “know which lines they should not cross”; it is important to try to emulate that that sort of sensitivity in a business negotiation. “(And) a little homework should tell you what the other side regards as inviolate turf”.

“As a general rule, if you can see which lines you cannot cross, you get a better view of which lines you can”.

3. “Couples really need a mutual benefit”—“if either husband or wife gets the better end of a negotiation, both of them might lose”.

Let's say a couple is shopping for a new car. Before they negotiate with the car dealer, they have to negotiate with each other on the type of car they want. The wife wants a minivan to cart the children around. The husband wants a large but sporty sedan that can double up for business purposes. (If you think that's a sexist example, say the wife wants an import, the husband wants to buy an American, The point is, they're far apart.)... ..Smart couples... really need a mutually beneficial outcome... They shop around. Go back and forth with each other... Perhaps they acknowledge the stalemate and forgo the purchase altogether; their current car will do for another year or two. Either way, it's better than feuding, grumbling and buying two cars when you need one.

It's good to remember the dynamics in a business negotiation. If you and the other side are really interested in win-win, like a married couple, you'll negotiate a deal that reflects that impulse, or forgo it altogether. Either way, it'll be better than coming up with an agreement that leaves one or both of you unsatisfied and grumbling.

In other words, both parties win when we seek to collaborate, satisfying the mutual needs of both parties.

Another good negotiation technique, the relationship way is the *Tom Sawyer* technique. Here is how I think this negotiation tactic got its name.

I was reading something about recruitment and selection. Once a US newspaper company needed to fill the publisher/chief operating officer position in its largest circulation newspaper. The job paid about \$150,000 per year, plus up to 50% bonus money if the newspaper achieved specific profit goals.

The newspaper company finally narrowed its search down to two candidates. Both were experienced publishers of other newspapers. One candidate was interviewed and tested in the morning and the second candidate was interviewed and tested in the afternoon. Both candidates were asked many of the same questions. One question was, “What was your favourite childhood story and how did it go?”

It is said that the successful candidate replied, “My favourite childhood story was *Tom Sawyer*. It's about a boy who has to paint a fence but he just doesn't want to. So, he finds a few kids, and he shows them how much fun it would be to paint a fence. Then, the kids paint the fence and have a lot of fun doing it. Meanwhile, Tom does things he enjoys doing, and everyone is smiling because everybody is doing what he finds fun to do”. Tom Sawyer had the right idea!

This led me to “discover” the Tom Sawyer negotiation approach. Get and receive the cooperation of other people. When you want to persuade someone to work on a project, relate well and find a facet of the project the person would enjoy doing—that’s a smart relationship style or way to work! People are always more motivated doing something they enjoy than doing something they don’t enjoy.

Next, let us talk about the rather Chinese mental model, their way of building bridges... The Chinese like to have *guanxi* or networking; *guanxi* makes it easier to get things done, especially between familiar parties.

2.3.2 Building Bridges

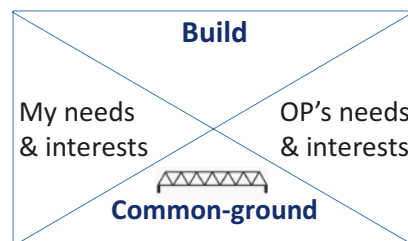
Why build bridges? Well, there is actually nothing Chinese or Asian about it. Each of us is the architect and builder of the bridge of our own negotiation success or failure.

Good bridges breed good relationships, just as bad or weak bridges make weak links or relationships. Skilled, effective negotiators relate well with people. They have good interpersonal skills. Since good negotiators understand people, they are able to connect, building bridges. They build bridges, for example to customers who want to cross and make a friend—and win new a level of loyalty. When it comes to resolving a customer’s problem, they listen and listen, and agree. Then they ask questions to get more information so that they can resolve the customer’s problem.

Successful negotiators should have active listening skills. They have the skills to listen actively to the other party during the dispute. Active listening involves the ability to read body language as well as verbal communication. It is vital to listen to the other party to build bridges, finding areas for common grounds or compromise during the discussion. Instead of spending the bulk of the time in negotiation explaining the virtues of his(her) viewpoint, the successful negotiator will devote more time listening to the OP (Fig. 2.1).

To be skilled negotiators, we need to build bridges to people by knowing where our OPs are (who to negotiate with and when) and what they want.

Fig. 2.1 Illustrates the need to build bridges or common ground with one’s OP



When negotiating, one should **often build bridges**, establishing and growing the **common-ground**.

Skilled negotiators also understand that a person's name is an important component of any bridge. They will use it again and again. They know the name of the OP, and repeat and use the name regularly. It is music to OP's ears.

Skilled negotiators also build great bridges by strengthening their individual skills through the power of partnerships and teams. They also establish a good bridge of links by networking. And networking/using third parties will enable them to get much information about the OP for when they come to the negotiating table. Skilled negotiators relate well with their OP. Skilled negotiators build good bridges, connecting to their OP and building the OP's trust in them; and their OP also returns to bridges he or she finds easy to cross. And what's more, when the deal is done, the great bridge builder also builds bridges of appreciation, constructed of special ways to make the OP feel good.

In fact, when it comes to bridges, no bridge is ever as good as it can be. They are constantly being re-engineered and improved. Thus, skilled negotiators too keep on improving their relationship skills. We must run fast to stay effective and successful and even faster to get ahead.

Usually skilled, effective negotiators have acquired practical knowledge of human habits and behaviours, built upon a lifetime of observation and interaction. Such understanding can appear to be manifest in intuition. And good negotiators—like great bridge builders—somehow always seem to be able to connect and work together with their OPs.

2.3.3 Humanising the Communication

Before you call yourself a Christian, Buddhist, Muslim, Hindu or any other theology, learn to be human first.—Shannon L. Alder

As much as possible, effective negotiators humanise their contacts with otherwise faceless clerks and administrators. They also get people in huge organisations and bureaucracies to identify them as persons.

Be informal. Always remember we are dealing with people, not procedures or rules; the latter are made or created by people.

Personalise your negotiation style.

Skilled negotiators, doing things the relationship way, always give or leave their names. They usually get the name of the person they are speaking to. They also put their requests distinctively and in terms that the other person can relate to. I hold the view that it is relatively easy for people to reject you if you are just a faceless digit. But once they can identify you as a person, know your name and better still a story to go along with it, you'll become harder to ignore. Don't negotiate for an institution or organisation, negotiate for yourself as a human surrogate for the institution or organisation. People don't want to do things for your company; people want to do things for you. Get the OP to see through your official role to the person within you.

2.3.4 Knowing, Contacting and Working with the Right People

While all these are being done, critically first know the right person to deal with. Don't waste your time in a bureaucracy or company by trying to gain access through a powerless door. Narrow your search from public records, directories and your contacts. Ask your lawyers, colleagues, friends, anyone who can take you right to the top. If you start out at the wrong place, administrative roundabouts or bungling can sap, hang or even damage you. In a bureaucracy, you need to get closer to the top. The closer you are to the top, the more likely you will get the results you want. Why? This is because the people at the top have decision-making powers (Fig. 2.2).

And yes, always widen your pool of people or contacts you know or work with. Forget not your old friends and contacts. A friend of mine wrote these in his Facebook:

There's a need to re-connect with (old) friends. 'Senior time' (as we are getting older; friends can diminish or get fewer) is meant to be time to relax and enjoy!

Great Friendship is like a very good classic book. It takes a few seconds to burn, but it takes years and years to write.

Old friends are Gold! New friends are diamonds! If you get a diamond, don't forget the Gold! To hold a diamond, you always need a base of gold!

2.3.5 Using the OP's Network to Influence the OP

Cooperative negotiations are different from competitive self-centred negotiations. The latter look to satisfy the negotiator's own objectives without giving much thought as to how one can give one's opponent what he or she is looking for. Self-centred competitive ("tiger") negotiators stress "cutting off the head and tail or

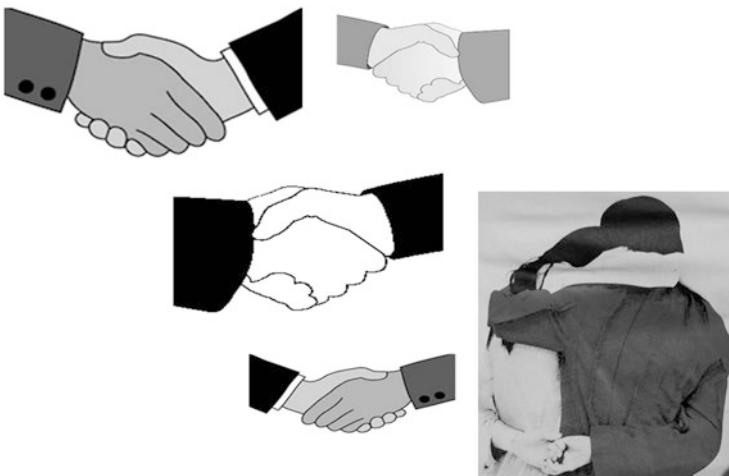


Fig. 2.2 One should widen one's contacts and associations as well as networks; relationships help

even beating the underling to embarrass the master”. In relationship-centred negotiation, you humanise your relationship with people and even network with the OP’s people. You then use your OP’s people to influence your OP.

We need to realise that few decision makers function totally in a vacuum. These decision makers rely on those around them to supply them with information. The way forward is to make sure that your OP’s support people are favourably disposed to your proposition. Meet these people and talk to them through industry gatherings, seminars or whenever opportunities prevail. Have a chat over the phone and present the information that benefits you. Often the ones with the most influence are the clerical staff and secretaries who see their boss every day. And they are in a position to filter any information that reaches their bosses.

2.3.6 Managing Your Body Language To Relate Well with Your OP

Your face, my Thane, is a book where men may read strange matters.—Shakespeare, *Macbeth*

To be persuasive, your overall body language needs to show that you relate well with your OP.

Avoid negative gestures such as a slumped posture, rubbing or covering your nose/mouth/ears, tapping your feet, limited eye contact or looking skyward. Instead, show a friendly, sincere smile to your OP, give not only a mouth smile but couple it with your eyes. Offer to shake hands and give a firm handshake when being introduced to your OP.

Legs and Feet

In Asia, you need to keep your feet flat on the floor, and not show your soles to the OP.

Do not cross and uncross your legs in the presence of senior or respectable people, especially in Brunei Darussalam, Indonesia, Cambodia, Laos, Malaysia, Thailand and Vietnam.

Cole (1993, p. 201) provides a useful mnemonic: “It’s *SO CLEAR*”.

S: Sit or stand at right angles and on the same level, and respect people’s personal space.

O: Use open gestures and body language.

C: Centre your attention exclusively on the other person.

- L*: Lean slightly forward to show interest. (A bit further forward to apply pressure and slightly back to reduce pressure.)
- E*: Maintain appropriate eye contact while listening to encourage the speaker (OP). (Increase eye contact to apply pressure and reduce it to lower pressure.)
- A*: Appropriately respond by basing your responses on what the other person has just said.
- R*: Be relaxed and balanced to make relaxed and open communication easier (*and you would be better able to relate with your OP*) (my italics).

In short, your body language needs to make your OPs feel comfortable in wanting to deal with or relate to you. They must also be able to read you as a trustworthy person, someone with whom they really want to do business.

2.3.7 Read the OP's Body Language Too!

When it comes to handshaking, ask yourself if the OP makes a firm handshake. The strength of the handshake may determine the strength of personality, particularly in men. It may also indicate the OP is being sincere and personable. And also, check the angle of the OP's palm; the palm facing down is an indicator of dominance and superiority.

The OP's hands on the hip before a presentation may, for instance, indicate a high achiever intending to take control. And a hand over the mouth may indicate the speaker's lack of confidence. Tapping or drumming fingers shows impatience. Rubbing palms is a typical sign of positive expectation, be it by a salesman expecting an order or by a waiter expecting a tip.

And generally speaking, when the OP blows his cigarette smoke upwards, it indicates his confidence and openness. On the other hand, when the OP blows his cigarette smoke downwards, it shows a tendency towards secretiveness.

Where the OP's head is concerned, holding it high shows confidence, holding it at an angle indicates interest and holding it down indicates disapproval. If the OP's hands are placed behind his head, it indicates a feeling of control. The neck scratch may represent uncertainty or discomfort with what is being said. The message from the listener is "convince me".-

Whatever it is, when one is trying to read the OP's body language and assess the OP, it is wiser to read from a cluster of the OP's gestures—you cannot read from just a single form of gesture. All signals read should be treated as assumptions.

2.3.8 Showing Our Integrity and Building the OP's Trust in Us

When we negotiate the relationship way, people/OPs want to make deals with us because they find us steady and reliable.

Our integrity and the OP's trust in us are also critical in working out mutual benefit deals with the OP. Our word is our bond. We must be fair and honest in our

dealings with others. Fairness and honesty are the basic ingredients or blueprints for building great bridges linking us to the people around us. In relationship-based negotiation, our integrity is the most important persuasion tool that each and every one of us has in our entire arsenal.

“People with integrity do the right thing. When you have integrity, you have nothing to fear because you have nothing to hide. In doing the right thing for the right reason – you experience no guilt and no fear” (Zig Ziglar). Indeed, integrity is the most important key when we choose to negotiate the relationship way. Integrity is one of our critical values when we choose to negotiate the relationship way.

2.4 Relating and Writing Persuasively To Influence the OP

I find it satisfying and intellectually stimulating to work with the intensity, brevity, balance and word play of the short story.—Annie Proulx

Think about your readers.

Use plain English. Even when writing for people who know the jargon, use plain English.

Many writers use jargon without realising it; jargon is familiar words or phrases to them but can be unfamiliar to their readers. If we want to write persuasively, we need to avoid jargon and write from the reader’s/OP’s viewpoint. Either explain the jargon or use more common alternatives. In general, use plain English and avoid clichés—tired, outdated phrases to ensure clarity. Old-fashioned phrases add nothing to the intended message.

Here are more tips and pointers to help you.

¹Keep your sentences simple and short. *KISS*: Keep it simple, short and sweet. And avoid long sentences.

¹Use short, sharp words and get a reaction to draw your reader in. Use your sentences with impact. Make it snappy. Make it “punch”. Paint a picture. Use simple words and short, sharp sentences, for example “Oops, I’ve made a mistake!”

¹Use active verbs. They excite the readers.

¹Use the “you” *approach* to focus on your OP/readers—speak directly to them and address their needs. Make sure you write with the reader in mind. And see things as the reader sees them—WII-FM: what’s in it for me. Tell the reader, in specific terms, exactly what they’ll get, find out, discover or be able to accomplish when they take the action you want them to take.

¹Grab the OP’s/reader’s attention from the start. Invest at least 80% of your time *getting the opening right and making certain you give it some* “bite”. Pose questions as openers to intrigue/“provoke” your readers and grab their attention.

Examples include:

“Do you want to work smart?”

“Do you want to be wiser?”

“Do you want to get your University degree?”

“Do you want to be a millionaire?”

“Do you want to save monies for yourself (your Organisation)?”

“Are you smarter than your boss?”

Openings are critical as they determine whether your letter will be read or thrown away.

People are motivated to make a gain or avoid a pain. They, in other words, will do (buy) things to gain something they don't have, or to avoid the loss of something they already have. Thus, in your opening line, you need to hone in on a possible gain or a possible loss.

Examples include:

“Enjoy early retirement”.

“Save \$100 weekly!”

¹Keep your readers reading—indent paragraphs, ask feedback questions (but don't overdo it).

Structure your writing logically. Make it easy for your readers to follow you. Have:

- An introduction—background and the basics.
- The body—give details, the facts and figures.
- The response or action—give suggestions, the action you will take or the action the reader should take.
- A conclusion—a summary.

Also, apply these:

Use the active voice. The active voice makes your sentences lively, more interesting, more personal and proactive.

Pose questions: “Doesn't it?”, “Are you ready for it?”

Use block capitals sparingly.

Use bold type.

Apply bullet points:

¹A

¹B

¹C

Use quotation marks.

Say, “This is it”.

Have puns and attractive titles and subheadings—for example when writing, for instance, on a celebrity named Eva who's getting married, the article title or sub-heading for her is “Happy Eva After”. Or when writing to call for greater youth participation in community involvement, the heading of the article can be: “It is all about YOUth”.

2.5 Relating and the Modern World

A successful negotiator is a good listener. (S)he also needs to be respectful, sensitive and attentive. (S)he also shows gratitude and appreciation always. Indeed (s)he has a humorous personality and disposition. Ordinarily speaking, whether a person is

talking about one’s personal life or one’s career, getting people to like one, will open doors or a lot of opportunities. Not only successful negotiators but people, who have the above ways, often have irresistible charms and they can use them to their benefits. They can, not only be successful socially, but also, achieve any goal(s) they put their minds onto. And more so, such ways can even diffuse the most toxic or difficult OP (people).

Most importantly, all of us must bear in mind that, in this cold, high-tech modern world, we should be:

Be ALIVE! Be aware.

Don’t be a mobile phone living dead. Don’t be a high-tech zombie.

Don’t be the living dead. Don’t pretend. Don’t ignore. Don’t give negative strokes or put the OP/others down Greet the OP/others Acknowledge the OP/others.

Recognise the OP/others. Acknowledge the OP/others. Accept the OP/others. Affirm the OP/others. Give life and energy as well as show compassion, love.

2.6 Checkpoint

Think About It

Review the following. When you have finished the quiz, check your answers:

1. Identify the three stages of negotiation.

2. Highlight the key actions that need to be done at each stage of the negotiation.

3. What do you have to do during the prenegotiation stage?

4. Reflect and examine the benefits to your OP (client company) in terms of his or her dealing with your company. Then sell these benefits to the OP, linking them to the OP's needs and interests.

5. What do you have to do during the postnegotiation stage?

6. Explain the mnemonic "It's SO CLEAR".

7. Overall, do I relate well with my OP? Do I call him or her by his or her name? Do I know his or her key interests?

8. Do I listen well to the OP? How do I listen to my OP?

9. Non-verbal signals.

After each negotiation, ask yourself:

Were you aware of giving your OP any non-verbal signals that he or she might have found helpful? What are your successes?

Yes/no.

If yes, what were they?

What would you do differently?

10. Did your OP give any non-verbal signals that helped you?

If yes, what were they?

11. Did your OP give any non-verbal signals that “disadvantaged” him or her?

If yes, what were they? What did you learn from these?

12. Your own pointers:

2.6.1 Essential Prenegotiation Country Study Checklist

- Check your attire and know what to wear.
- Find out more and be conversant with your OP's culture and etiquette.
- Know how to greet your OP/host.
- Know how to address your OP.
- Be punctual for appointments.
- Decide on an icebreaker.
- Know-how or the ways to establish rapport with the OP.
- Choose topics to talk about/for small talk. Or know what topics to talk about for small talk.
- Know (good) gestures to use.
- Know (bad) gestures to avoid.
- Know the national language(s) used in the OP's country.
- Know a few words used by the OP. How do you greet the OP in OP's language?
- Know what gifts to give (avoid).
- Know what rituals to honour.
- Know the OP's needs.
- Know the OP's use of time and timing.
- Know and understand the thinking and motivations of your OP.
- Find out who makes the real decisions within the company/government organisation.
- Set a deadline or a time limit for results when dealing with a bureaucracy. Keep a record and monitor the progress of your negotiation.

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He who is better prepared... will win.

Sun Tzu

The best plans build the best bridges.

Prepare yourself! Be alert—this is critical, you are likely to be quick-witted and able to respond to questions!

Low, Kim Cheng Patrick

3.1 Introduction

The disciple once asked the Master, “How do I prepare well?” And the Master answered, “Expect”. And the disciple further queried, “Expect what?” And the Master replied, “Expect everything! Even anything!”

Indeed we need to always bear in mind Winston Churchill’s words, “Let our advance worrying become advance thinking and planning”. Do your homework. To paraphrase, Ogilvy’s phrase, you can’t stand a tinker’s chance of getting successful negotiation outcomes unless you start by doing your homework. Yes, it can be tedious, but there is no substitute for it. Indeed, the power to win is nothing unless we have the power to prepare.

Study your other party (OP)—the person(s) you are going to negotiate with. Here, one key to preparation and planning is to find out the needs of the OP. What does the OP want? Uncover his or her needs. The OP may have a number of needs—ask what his or her key needs are. To paraphrase Sun Tzu, know your OP, know yourself; a thousand battles, a thousand victories (Fig. 3.1).

Fig. 3.1 Shares a striking quote from Abraham Lincoln that stresses on the importance of preparation and planning to achieve successful negotiations

“I will prepare and some day my chance will come.”

Abraham Lincoln

Yes, be prepared
Do your homework



3.2 Set Your Goals

The secret of success is being crystal clear as to your purpose and direction and having the courage to act accordingly.—J. Donald Walters

Ask yourself: What do you want from this negotiation? Set goals and define your limits. What are your aspirations? What is your resistance?

Your goals carry you right to the end of the negotiation, enabling you to decide to close the deal or walk away.

3.3 Know Yourself

Can you remember who you were, before the world told you who you should be?—Charles Bukowski, *Post Office*

Reflect upon your present blessings – of which every man has many – not on your past misfortunes, of which all men have some.—Charles Dickens

Everyone has his or her own strengths.

There is a wise Shaolin saying that goes:

“Fear not the 10,000 moves practised once. Fear the single move practised 10,000 times.”

Ask yourself: Do you know your strong points? Do you know of any skill (s), any particular move(s) that you have known since you were young? Reflect. Think about it. Think of any such thing that you are good at, your second nature, and perhaps, here, no one can match you. How can then you capitalise on such strength(s)?

On identifying it or them, practise and practise to hone and perfect the skill(s) or build your negotiation competitive advantage. To succeed not only in negotiations but also in life as a whole, one should know and capitalise on one’s strengths, and eliminate one’s weaknesses. Then, it is tantamount to the Chinese saying, “Raising one’s sail one foot and getting ten feet of wind”.

3.4 Decide Who Is To Negotiate

Never try to negotiate with anyone after he or she has eaten. People are best persuaded on an empty stomach. And forget power breakfasts. There is no convincing anyone of anything before 10 A.M.—Joyce Brothers

Should you use a single negotiator, a duo or a team to negotiate with the OP?

When choosing negotiators, you need to consider the person's standing (position in the company) or reputation and his (or her) negotiation skills and experience.

Additionally, ask:

Is he or she highly reliable and independent?

Is he or she confident?

Is he or she fair and honest?

What is his or her value system? What are his or her values? (Values are key beliefs, close or dear to one's heart, and one's key values are likely to affect one's decision-making processes and thoughts. They also affect one's ethical codes or standards and actions.)

Does he or she have the necessary communication/interpersonal or presentation skills?

Does he or she have good listening skills?

(If you are an employee, and negotiating with the executive/ supervisor, do this executive/ supervisor listens enough to you as an employee?)

Is he or she a quick thinker? Can the person think on his or her feet?

Does he or she have the necessary patience and tolerance?

Is he or she flexible enough as well as having the hallmark of being diplomatic?

Surely, a person who is fair-hearted and lets go easily cannot win! So, of importance, we also need to ask:

Does he or she have the necessary strengths and stamina?

Does he or she have the necessary emotional quotient and adversity quotient?

Is he or she a person of substance? Able to persevere?

Can he or she withstand failure and succeed?

If you are sending a team, you should decide on the role(s) each team member assumes:

Leader: leads the discussion

Recorder: takes notes

Time-keeper: effects time control

Process observer: takes notes of the negotiation process and gives feedback to the leader and team members. Normally, this person acts as a detached observer.

Other than the above, Low (2003, pp. 35–39) indicates the various team roles which can be applied to the negotiation team. These roles also include:

!Standard-setting: stating the required standards to assess the team performance

!Supporting: providing support to members

!Harmonising: analysing the views and bringing the parties involved to real accord

!Information-giving: offering information, facts and figures that are relevant to the team tasks

!Information-seeking: seeking out facts and figures, and clarifying ideas

!Coordinating the (negotiation) team projects, events and activities

!Gate-keeping: making sure that no one monopolises the team discussion and that everyone has a fair chance to speak up

!Summarising: providing a verbal summary of activities to date or decisions made by the team

!Evaluating-critiquing: offering assessments of the team's operations and evaluations of ideas or suggestions made by team members

!Initiating: offering new ideas or suggesting ways to solve problems

!Facilitating: planning meetings and handling interpersonal issues

!Doing: implementing the team's plans

!Completing or finishing: ensuring that the team brings its project to a closure

!Cheerleading the team

!Championing: furthering the team's causes and serving as the team's sponsor and patron

!Customer-advocating: sharing the customer feedback received with team members, with the view of improving the team performance

A team that is performing well is a joy to behold; it is synergistic. A team member can be a resource, a source of support and help to other team members.

Do bear in mind that a team without a leader and clear delineation of roles can be chaotic and chaotic teams are often vulnerable to divide-and-rule tactics of the OP team.

Next, ask yourself:

!Who will the OP bring to the negotiation?

!How many people will the OP bring?

!What will be these people's status, skills and experiences?

!What will be the roles of the people in OP team in this negotiation?

3.5 Prepare Your Appearance, Dress and Manners

Character is like a tree and reputation its shadow. The shadow is what we think it is and the tree is the real thing.—Abraham Lincoln

Dress for success. Stand tall. And gain respect.

What is your power dressing?

Making the first impression counts—there is no second chance. We all know that we cannot dress like a misfit with a half-opened shirt and expect to be treated with respect. As a human resource practitioner, I am at times astounded at the outfits some job applicants have worn when coming to the recruiters' office. If you are going to err, it is better to err on the side of formality. In any negotiation, you need to dress better than you think you have to, even if you think an encounter will be fairly casual.

Yet another way is to dress simply; don't dress to distract. You want people to listen and not be distracted. You need their eyes as well as their ears. I remember once negotiating with a female executive who was wearing golden bangles and earrings and all kinds of accessories, boy oh boy! How distracting she was as she talked, moving her hands to illustrate her points!

A woman's dress should convey the same kind of professionalism as does a man's traditional business suit. Women need to note that they should not wear too many accessories. No heavy gold chains and long dangling earrings. Otherwise, you may appear like a walking Christmas tree!

In some instances, if you know and are very familiar with your client, you may even want to dress like your client to make your client feel comfortable. This is dressing to build rapport and boost your relationship with your OP. You can even dress casually if that's what makes your client/OP comfortable. But certainly, no jeans and tee shirts!

As a rule of thumb, look at yourself in a full-length mirror and ask yourself, "Would I like to do business with this person?" If not, go back and change.

Oh yes, never forget the greetings and pleasantries, those nice things that smooth things out and make life pleasant. Common sense will tell us that it is poor judgment to say or do things that will turn people off or disgust them. If it is not apt, don't chew gum, smoke, drink or crack your knuckles. These are usual courtesies one follows in most interactions. Many times, being extra considerate helps. It keeps the spirit of mutual agreement going even if the negotiations are not moving all that well at that particular time.

3.5.1 Plan Time/Timing for the Negotiation

To everything there is a season, a time for every purpose under Heaven a time to plant, and a time to pluck what is planted.—The Book of Ecclesiastes 3: 1, 2

Remember "it is the circumstances and proper timing that give an action its character and make it either good or bad" (Agesilaus II, 443–340 BC, former king of Sparta). Decide when you would like the negotiation to take place. Decide how much time will be allocated for each negotiation session or the entire negotiation.

When one shops in Hong Kong, one needs to apply the right time and timing. When the shop is first open for business in the morning, the shopkeepers consider it unlucky if their first customers not buy anything from them. Looking at it positively, the first customer should always bargain and gain the right price, and thus secure a win-win situation for both.

In Korea, traditional, superstitious shopkeepers do not like it when their first customers are women as they are considered to bring bad luck. Here, when the shopkeeper sees a woman approaching his or her retail outlet, the shopkeeper will often pretend the shop is not yet open. And often after the woman has gone, the shopkeepers will perform some rituals such as burning joss sticks to get rid of the

Fig. 3.2 Speaks of the BIG Secret



Remember this BIG secret

There's only one way to get somebody to do anything. That is, by making the other person want to do it. Remember, there is no other way!

“bad luck”. And of course, when a man comes in as the first customer, the shop is quickly open—business starts and as usual!

Timing is critical. If you have what your company wants, step forward and ask for what you want. If you have won an award or have just set a company sales record, don't wait to be noticed. Not later, but now!

As corporate leaders and managers, we also get things done, direct our people to accomplish things and at a point in time, such as determining deadlines and targets. Setting deadlines that are too tight and difficult to achieve may lead to disappointment, whereas setting deadlines that are too vague may lead to things being completed at the 11th hour. When we do things such as floating the company in an initial public offering, we need to ask us ourselves:

¹What can we do to get OP to want to do it (something for us/him(her)self)? (Hint: Know the OP's needs and interests) (Fig. 3.2).

¹When is it a good time for us?

¹When would the people or the public be receptive to accepting our concept, idea or proposal?

¹Are the conditions suitable and ripe to do the things we set out to do?

¹When can we begin?

¹What is our deadline?

¹When this occurs, what needs to be done?

Timing is important; when we get the time and timing right, time is on our time and we are able to influence people and get things done.

Even when managing change and trying to influence your staff to adopt the change, you should provide your information at an appropriate time or pace, and give your staff (OP) time to digest new and unfamiliar ideas. Your staff needs time to digest the information. Don't present all of it at once; offer information slowly and gradually. Be understanding and patient.

Next, don't assume that just because you have done well, you will get whatever your heart desires. Your goals and achievements will not be known to the people in a position to reward you. Your standing will never be higher than when you are in the spotlight of your achievement. In that time and spirit you need to decide what you want and go for it!

Don't forget to consider the different attitudes towards time around the world. The British have a very formal relationship with time. Everything from dramas to trains begin at the exact appointed time. Nationals of certain Asian countries, and the Mexicans, have a more casual relationship with time. Start times are more likely to be appropriate.

When the Americans and the North Vietnamese were negotiating an end to the Vietnam War in 1975, both sides met in Paris. There were different perceptions of timing and the length the negotiations would take. The Vietnamese leased a villa for 2 years, the Americans took a suite of hotel rooms for a few weeks. Six weeks into the negotiation, the Vietnamese believed that the negotiations had just started. They were still trying to establish the roles of each of the American negotiators as well as to understand what the burning issues on the American side were. The Vietnamese were keen to test assumptions and understand the strength of the American position. On the other hand, the Americans believed that they were at a much later stage in the negotiation.

Next, where timing is concerned, negotiate when the OP is happy. It may sound so basic to say that there are good times and bad times for your OP to talk business. But this is often an overlooked aspect of negotiating. A phone call to offer congratulations can easily turn into a productive business conversation. When things are going well, it is only natural that people feel expansive. And by applauding or sharing in the OP's success, you may create a smoother and more amicable relationship than the one you had when the day started. This is a timeless social and business practice. In the movie *The Godfather*, Don Corleone (played by the late Marlon Brando) granted one request to anyone who petitioned him on his special day of joy, his daughter's wedding day.

A skilled negotiator knows when it is the best and when it is not the best time to make contact with the OP.

3.5.2 Prepare in Advance for the Negotiation Place/Environment

Don't forget your umbrella. I might water the plants today.—God

In terms of romance and excitement, one needs to think of the place, the restaurant that one wants to dine with one's date (wife) and when sleeping, even the bedroom matters. In terms of the bedroom, in some experts' opinions, there, for the tourists or for the locals in staycation, is nothing quite like getting into a hotel bed. One's holiday moods are also affected by the bedroom, the bed and the colour of the bed's linen. There is the king (queen) size duvet, the giant, fluffy pillows (and/or luxury, lovely cushions), and the luxuriously soft expensive looking linen. But have you ever wondered why the bed sheets are always white? While one might put it down to something, say, sexy, what people might get up to in their own time is actually nothing to do with it. Instead, white sheets are good and noble—they do not get dated—or lose their colour—in the same way as coloured sheets might.

It is said that coloured linen not only fades and weakens overtime, but simply dates and somehow never looks quite as timeless, attractive or inviting as fresh white; and these do make sense. [Yes, considering the sum of washes hotel sheets go through, staff would not want a colour that might fade—or get dated within a

short space of time.] Some interviewees spoke of white as “simple yet effective”; “pure” and others mentioned “White gives me the mood of fresh and uplifting”, and “refreshing”.

In staycation, to attract the locals, hotels need to make the locals feel at home. Even hotels with bare-bones amenities understand that caffeine is a basic human right. And they supply coffee and tea bags, and make it convenient and cosy for them to live as if they were at home. Hotels even put art pieces, potted plants and/or flowers to lend the homely touch to their guests.

The Chinese place much stress on the negotiation environment; in fact, they have a saying that goes, “If you live in the river, you should make friends with the crocodile”. To be able to negotiate well, the effective negotiator has to fully consider the negotiation place and environment. Indeed note that the hotel example above illustrates that the place and its colour(s) have a part to play, affecting the moods of the negotiator as well as that of the OP.

As Judy Garland in *The Wizard of Oz* says, “There’s no place like home”. When you are holding discussions or negotiations in your hometown, seize the advantages that you gain from not travelling to a distant negotiation site.

Here, the benefits of home ground include:

1. *Having enough sleep.* At home, you are more rested and comfortable.
2. *Available resources.* You are on your own turf and have all the usual resources at hand; you can respond swiftly to sudden changes in the direction of your negotiation. You’ll then be better prepared to answer sudden queries/enquiries with more complete data.
3. *Comfortable pace.* No time constraints. You have less need to finish within a time limit, i.e. no plane to catch or to be home by a certain deadline!
4. *Bargaining incentive.* The other side has travelled far and may be less inclined to leave the negotiations without an agreement or to pull everything together. They have a far stronger incentive than you to continue discussing when both sides are geographically distant.

When you are travelling to the OP’s place—and if it involves taking a plane or a different time zone—ensure the following:

¹Reach your destination 1–2 days in advance before the meeting to adjust yourself to the place/time and jet lag. Factor in rest time and have enough rest before you next meet your OP on his/her home ground.

²Eat light. Too much food can make you sleepy. Choose light salads if you must eat.

³Never drink alcohol.

You can also decide to meet the OP at your office, at the OP’s office or on neutral ground. Consider the pros and cons of the negotiation place. When planning the room—consider SALT, that is:

Seating arrangements	The air is informal when round table seating is adopted. Tables and chairs appear to have much to do with the outcomes of negotiations. Traditional long tables tend to be more formal and such setting generates poorer discussions. More comfortable furniture pieces such as round tables and sofas are meant to allow for more interactions and very informal discussions; the latter setting puts the negotiating parties at ease. The round table gives the impression that all parties are trying to reach a common objective.
Atmosphere or ambience	A rectangular table seating arrangement, on the other hand, can give an air of formality to the negotiating parties. Right-sized tables and chairs give the impression of negotiation between two equal parties. When they are big, the tables and chairs show power and authority, and when they are of unequal size, they generate feelings of inequality of power status. Vases of flowers when aptly placed on the table also add a “friendly touch”.
Lighting	Make sure that the lighting is just right, not too dim or too bright and harsh.
Temperature	Ensure that the room temperature is just nice, not too cold or too warm.

Be aware of the pros and cons of negotiating at your place, at the OP’s place and on neutral ground

When you negotiate with the OP in your office, you have the advantages of:

1. Having the necessary resources and support at hand. You can quickly get any additional information needed.
2. Having the OP come to you induces deference.
3. Getting the edge of confidence as you are familiar with your own environment and facilities—including the chance to write up the agreement notes immediately.
4. Getting quick approvals.
5. Saving travelling time and money.

However, negotiating with the OP at your workplace has the disadvantages of:

1. The OP snooping around and spying, seeing what there is in your office. The OP may use this as an opportunity to gather information.
2. You are being distracted by your work.

When you negotiate with the OP in OP's office, you have the benefits of:

1. Being able to spy and look around the OP's workplace; you can gather information.
2. Holding off making a decision as you will need to check back with your office.
3. Devoting your full attention without fear of other intruding matters.
4. The OP being distracted by office work.
5. Holding back information as "you have not brought it with you".

The disadvantages, however, of negotiating with the OP in the OP's office include:

1. Not having the necessary resources or backup when you need help.
2. Expressing your deference to the OP.
3. Spending time and money since you have to travel to the OP's place.

When you negotiate with the OP on neutral ground, you have the advantages of:

1. Fair play. Both sides may be unfamiliar with the place and hence you would not be taken advantage of by the OP.
2. The OP not being able to use this opportunity to snoop around and spy as could occur if the negotiation was to be held in your office.
3. Offsetting the relative power of the OP (when the negotiation is held on the OP's home ground).

However, negotiating with the OP on neutral ground has the disadvantages of:

1. Spending money and incurring travelling time.
2. Not being able to see the OP operating in his or her natural habitat (if you were going to the OP's place to negotiate) or at a foreign place (if he or she was to negotiate on your home ground).

3.5.3 Prepare a List of Questions To Ask

I have six honest serving men. They taught me all I knew. Their names were What and When and Where, and Why and How and Who.—Rudyard Kipling

Have a checklist of questions you need to ask the OP.

Ask the five *Ws*—what, who, when, where and why—and the one *H*—how.

When you are preparing for the negotiation, these questions enable you to look at the issue from the view of completeness. You can also ask conditional questions—the “What if” questions.

Asking questions helps you to find out the OP’s needs. If you want to influence the OP, ask yourself: How can I motivate the OP? What are his/her needs?

You also make your points in a non-threatening way when you ask the OP questions and solicit advice.

Here, examples include:

“What is your budget?”

“What would be the benefits of this proposal?”

“What do you think of ___ (idea/project)?”

“What would you like most?”

“If you had that, how useful would it be to you (in the future)?”

3.5.4 Prepare for the Words To Be Used

“It’s only words...words that will take away your heart.”—A song by the Bee Gees.

Words have power in our society.

A stone thrown can be retrieved. But a word said cannot be unsaid; the hearer remembers it.

When talking to the OP, you need to choose your words carefully so as not to offend or alienate him or her in the course of the conversation. When you are negotiating, never make demands. Never lay down ultimatums. For me, the word “demand” has been removed from my vocabulary. I don’t like the word and I believe most people find it rather offensive when others use it. Imagine if someone marched into your office with his list of demands. I’m sure you would love to show him out, wouldn’t you?

When you want to let the OP know your goals in the negotiation, you make suggestions—not demands. I make *suggestions*. I make *proposals*. I make *recommendations*. Certainly, “May I suggest this?” is more graceful than “This is what I want”. “Is this okay?” and “Is this acceptable?” are both preferred to, “These are my demands” or “You’d better accept this—that’s the furthest I’m going”.

Throughout your dialogue with the OP, you will be using words to influence him or her. Plan what words you will be using when negotiating with the OP. Use winning words. Your success, as a negotiator, is dependent very much on the way you present your case. It is easier to use competitive words, words that tend to be negative, but they are not persuasive for your OP.

Let me give you an example. Many a time, during a lecture or a workshop session, someone would knock on the classroom door and say, “May I *disturb* you... There’s a phone call for ___”. Here, more cooperative and persuasive words I believe can be applied and these include: “May I please ask ___ to answer a phone call?” In the former case, the word “disturb” somehow gives that feeling and effect to the hearer. The hearer is not persuaded; he/she is disturbed! Substitute the word

Fig. 3.3 Speaks of good, especially luxuries are better sold as “preowned” and/or “preloved” then termed as “second-hand” goods



Secondhand products, luxuries and/ or good brands are usually sold or repackaged as “preowned” or “preloved” goods.

“interrupt” and you still have the same effect! So reframe negative words—they are *not* persuasive!

Another example would include: The saying by us; these words include: “**NO worries**” or “**NO problem**” when others say, “Thanks” or “Thank you” to us. Just say, “You’re welcome”, “It’s great to be of help”, “It’s my (our) honour” or “It’s a (my) pleasure!” and how positive and welcoming it would be the Other Party (OP); in fact, the OP would be happy to hear such influential and persuasive words.

Secondhand products too may be sold or repackaged as “preowned” or “preloved” goods, and some luxury and branded (“top-quality”) cars and watches are sold as “certified preowned” cars (watches) to “maintain” its “premium quality” (Fig. 3.3).

Some managers too may be asking their staff in a negative way which can be quite demotivating rather than in an inspiring way.

The questions asked are framed in negative ways; they ask:

“There you are; you did NOT do the job I told you to do?”

“You did NOT do the report, right?”

“You DON’T listen to me; I have told you so!”

“You did NOT bring the documents, DIDN’T you?”

“You have NOT done that job I assigned to you last week?”

“You did NOT bring the office keys!”

Interestingly, Jonathan Lockwood Huie spoke of, “Call a plant beautiful, and it becomes a flower. Call it ugly, and it becomes a weed”. Likewise, when one uses a positive word, it creates a positive influence on the OP and the whole negotiation atmosphere; and when one uses negative words, it sets a negative air or mood on the OP and the overall negotiation atmosphere.

Here are more examples of more winning (or effective positive) words as substitutes for negative (competitive) words:

Competitive or negative words	Persuasive or positive words
Problem(s)	Issue(s)/matter(s)
Negotiate	Discuss/talk
Anxious	A little concerned
Stressed	Energised
Difficulties	Challenges
You don't understand me	I don't understand you
Scared	Excited
Delayed	Re-timed
Overwhelmed	Challenged
Disappointed	Surprised

Avoid absolute words and phrases. Remove words such as “always”, “never”, “should” or typical behaviour from your vocabulary. Telling is never persuasive and no one likes to be told.

Remember too to avoid inappropriate words and phrases that can create unwanted (mostly unconscious), reflex negative responses from the OP. Here is an exercise for you.

Exercise

Now reframe or restate these typical negative losing words:

Fear _____
 Worry _____
 Doubt _____
 You have overlooked _____
 I don't agree with you on this point. _____

Overall, keep your language polite. There is no place for rough or profane language in negotiation. Surely you do not want your OP or business associates to think of you as a vulgar person, with no distinguishing refinement. Be dignified even if your OP is impolite. Your words and bearing will show, “I am a gentleman/lady.”

3.5.5 Decide on the Channels of Communication

Good communication is as stimulating as black coffee, and just as hard to sleep after.—
Anne Morrow Lindbergh

When the trust account is high, communication is easy, instant, and effective.—Stephen
R. Covey

Choose how are you going to negotiate with the OP, such as through meetings (formal/informal), third parties, letters, faxes, over the phone or via teleconferencing.

It is critical that for each medium we think through the strengths and weaknesses. The key to any successful extended negotiation process is to choose the optimal mix of channels of communication. What is optimal depends on our knowledge of the pros and cons of the different channels.

Be aware of the formal and informal ways of discussing things.

Meetings can be formal and informal; and each type has its strengths and weaknesses. Using formal meetings in negotiations brings the strengths of:

- !Being personal.

- !Making record-keeping easy.

- !Enabling the observations of the OP's non-verbal behaviour.

The weaknesses of using formal meetings include:

- !The difficulties of maintaining confidentiality.

- !Meetings becoming too personal, “hot” or stressful and there might be pressure to close the meeting too soon.

Using informal meetings in negotiations brings the strengths of:

- !Their being less ritualised.

- !More candour.

- !It being easy to seek deals without losing face.

- !Being able to gather much information, things can be treated as if they are “off the record”.

The key weaknesses, however, of using informal meetings may be such that:

- !Less is being achieved without the pressure of the arena.

- !Trust might be betrayed.

Be aware of the pros and cons of using third parties.

Third parties, a critical component in Asia, can be used. The use of third parties in negotiations can be advantageous when both parties:

- !Find it difficult to meet.

- !Decide not to meet at all.

The weaknesses of using third parties, however, include:

- 'Sometimes, the use of third parties can complicate matters.
- 'At times, the use of third parties may lead to confidentiality problems.

Be aware of the pros and cons of using letters.

Using letters in negotiations has the strengths of:

- 'Speed—sending letters can be quicker than arranging a meeting.
- 'Being cheaper than a meeting.
- 'Maintenance of records.
- 'Useful delays.

However, the weaknesses of using letters include:

- 'Letters have an impersonal nature.
- 'Letters may inhibit candour.
- 'Letters may also inhibit the creative flow and interaction between the two parties.
- 'Negotiating by exchange of letters can also be slower than negotiating in a meeting.

Be aware of the pros and cons of using faxes.

The advantages of using faxes in negotiations include:

- 'Speed and cheapness.
- 'The ability to exchange visual information.

However, the disadvantages of using faxes include:

- 'At times, that speed and convenience can lead to errors in what is sent.
- 'Sometimes transmission is surprisingly slow.

Be aware of the pros and cons of using the telephone.

Using the telephone in negotiations has the strengths of:

- 'Effecting speed—it can be used to set up meetings between the two sides.
- 'Establishing rapport.
- 'Getting information.
- 'Being a simpler, cheaper and shorter means of conducting negotiations than meetings.

'Making it easier to take notes during the negotiations.

However, the weaknesses of using the telephone include:

- 'Its impersonal nature.
- 'Negotiation by phone is more competitive and more formal as compared with face-to-face negotiations.
- 'Its lack of non-verbal communication, which may cause misunderstanding.

!The inability of one to see the OP's reactions. (But if you are a tough guy, and because you don't see the OP's reactions, you can push your point harder. This instead becomes one of your strengths.)

!The disadvantages to the receiver of not being prepared and giving advantages to the caller as he or she is better prepared before making the phone call. The caller can also choose the time of his or her call to the OP.

In fact, many negotiation experts would recommend not negotiating on the phone unless one initiates the call and is totally prepared to talk details. Whoever makes the call has the advantage; he calls the shots. He chooses the time and is prepared, having his notes in front of him. The OP caller has been thinking about what he is going to say.

Then again, one can always ward off the prepared OP caller—"So sorry you've caught me at the wrong time. What's a good time I can call you back later (tomorrow)?"

Be aware of the pros and cons of using teleconferencing.

Some of the strengths of teleconferencing are that teleconferencing:

!Is convenient.

!Helps managers to have incredible flexibility in scheduling meetings or discussions.

!Overcomes the fatigue and weariness of travelling. There are no flight delays or traffic jams, and it helps to reduce travel costs.

!Is cheaper, saves time and is quicker than travelling and meeting the OP.

!Helps increase productivity. The participants are able to do more, negotiating or talking further rather than spending much time travelling.

!Makes it easy to record.

!Permits the beauty of visual communication, being able to show or demonstrate how something works, illustrate a concept or design or simply present a new idea, product or offering. It is certainly more influential and convincing.

!Allows for virtual project management and negotiations of roles/responsibilities, activities and the time frame.

!Allows for global reach, meeting and negotiating with other managers or colleagues and clients located anywhere in the world.

However, some weaknesses of using teleconferencing include:

!Missing hugs, a strong handshake and the usual personal touch, especially at the beginning and at the end of the negotiation sessions.

!It being perceived as expensive.

!Possible inhibition of candour.

!The possibility of technical and system availability problems.

!The system perhaps not picking up the full panoply of verbal and non-verbal communication.

3.5.6 Set the Agenda

Agendas are a wonderful control device. The agenda also helps you to manage your time. The written agenda brings clarity to the meeting. An agenda also makes it difficult for the OP to avoid addressing an uncomfortable issue.

When you are in charge of the meeting, you can plan the agenda. You can float or hide issues. The agenda can also establish limits and set the discussion rules. You can also order the issues according to your priorities.

Creating an agenda is a benefit to you even when you are not in charge of the meeting. If you don't want to (or are not ready), you can discuss other topics. Or you can, in fact, leave a particular topic or item off the agenda completely.

3.6 Preparing for Negotiating with Someone from Another Culture

Make some special considerations when negotiating with someone from another culture.

When meeting Chinese people for the first time, for example foreigners visiting China have an excellent chance of being asked one or more of these “top” questions:

“Do you speak Chinese?”

“Is this your first time here?” (Or “Have you visited China before?”)

“What do you think of us, the Chinese?” (Or “What’s your first impression of us?”)

“Are you accustomed to Chinese food?”

“What kind of work do you do?”

“Are you married?”

“Do you have any children?”

“What do you think of China?”

Take these as the building of a common ground, that is the meeting points of two parties. Like many of us, a lot of Chinese know relatively little about the world beyond China, so they will first seek to engage you in conversation concerning something about which they have some knowledge. A Chinese person might even ask you how much you earn, for example since salary was traditionally not a secret under the communist system. The Chinese sometimes also comment on physical traits that Westerners generally deem off-limits in polite conversation such as a person's weight, height, baldness and handicap.

Don't be offended; instead look at this as a positive point. The Chinese are helping you; these questions are made or meant to build a common ground. Handle these as best you can and if you object to handling them directly, you can dismiss them with a little humour. But overall, take this as ice-breaking and relationship building between the Chinese and you.

Avoid any highlight of differences between the cultures—theirs and yours (Fig. 3.4).

Fig. 3.4 Relates a revealing Turkish proverb in which one, as a successful negotiator, certainly needs to identify with one's OP to appeal to him (her/them)

“The forest was shrinking but the trees kept voting for the axe, for the axe was clever and convinced the trees that his handle was made of wood; he was one of them.”
Turkish Proverb



And in this age of globalisation and international business, we need to be language- and culture-smart. Fitting conducts can close deals. But cultural blunders can be very embarrassing! If you are not sensitive to the cultural meanings and nuances, you can end up making a blessed mess of yourself! In fact, the failure of managers in multinational corporations to understand fully the disparities has led to many international business blunders.

Mind your language: Hulk Hogan, the American wrestler, on a British talk show (the Brits call them chat shows) was asked by the interviewer what he was wearing around his waist. Hulk responded, “That’s my fanny pack”. The audience and interviewer were taken aback. You see in Britain, “fanny” is a word for a woman’s genitals. He should have said “bum pack”.

Food talk too can get quite confusing. In Britain, dessert becomes “sweet”. In the United States, biscuits are “cookies” and in New Zealand, they are often called “biccies”.

When you use English, use simple and short words. And do, of course, speak in short sentences and avoid slang. If you use a translator, be alert to the translator’s need for more breaks than you need.

Know the right moves: In India, nodding means no and shaking the head from side to side means yes! And it is a common source of confusion for newcomers to the country. Body language can differ radically from one country to another.

In Japan, the bow is more common than the handshake (the lower you go, the more respect you convey). In South America, business acquaintances often greet each other with a robust hug. And in many countries, such as Thailand, bringing your thumb to your index finger (the American “okay” sign) is the most obscene gesture you could make!

Exchanging gifts: Don’t give a clock to a native of Hong Kong because a “clock” signifies “death” in Cantonese. Be careful of symbolism when it comes to giving gifts. Avoid giving to the Chinese or Thai a knife, even if it’s a beautiful Swiss knife; it may mean the breaking of a relationship.

The colours of flowers too have different meanings for different cultures. Yellow, in particular, has negative connotations for many people, such as the Iranians, Mexicans and Peruvians. To the Peruvian, giving yellow flowers to someone may mean you wish the person dead. It would be safer not to give yellow flowers as a gift.

3.7 Special Mention of Indonesia: Capitalising on “Flexibility”

I was fortunate to spend about 2 years in Indonesia in the early 1990s and since then I have conducted training occasionally in Indonesia. Indonesia is Singapore’s largest neighbour and hence my special mention in this chapter.

Each time before I set off for training in client companies in Indonesia, like a typical Singaporean, I would fax checklists of training room requirements—of what’s to be done—and when I was there, things were not done accordingly. And I had to go through the motion again. Singaporeans appear to be very structured in comparison with Indonesians. Careful planning (*Shen*, best illustrated in the Chinese saying, “Thinking critically three times before you act”) appears to be relatively a strong Singapore cultural trait among Singapore companies too.

“Singapore is prominent as a country where planning succeeded” (Lam and Tan 1999, p. 42).

As foreigners, whatever we might feel are drawbacks in Indonesian life, it is essential to remind ourselves that Indonesia will probably never be like our country, and that the Indonesians are indeed proud of who they are, how they do things and what they have achieved.

From the previous 1997–1998 Asian currency meltdown, it appears that poor planning and preparation or a lack thereof can lead to many national and corporate hiccups and failures, including inefficiencies, wastage, indiscriminate spending, racial tensions and riots. Culture is just the way of doing things in a society, and has nothing to do with what is right or wrong.

“Indonesia is meandering...” But the point is that companies can capitalise on what is evident in the Indonesian national culture, including its business culture too—the employees’ seeming lack of structure, that is resisting planning, going with the flow and keeping things open for last-minute changes to move ahead. Besides, the Indonesians are very polite people. And the politeness of the Indonesians is also reflected in the way the people use their language. One thing is for sure, the Indonesians like to work and live in a pleasant atmosphere. Indonesia’s values of *kebersamaan* (togetherness or commonality), *gotong-royong* (cooperation) and harmonious living are synergistic cultural traits that, in fact, strengthen its diversity.

Not so outrightly blunt (*kasar*) as making others lose “face” (*muka*), Indonesians like to present matters nicely and in ways that do not hurt or offend. An all-in-the-family culture can prevail within the company. Relationships are stressed. Indonesians usually want to work with people on a personal basis. They usually want to know that you are available to train their staff, and to help them if something goes wrong. Hence, where the workforce’s training and development is concerned,

they are open and keen to learn. As a result, all parties can learn cooperatively and work harmoniously.

Most times, Indonesians are reluctant to see the details of the agreement written down. The Indonesian culture seemingly resists planning. A “go with the flow” attitude exists, with a tendency to leave things open for further touches, to move ahead. The Indonesians accept that flexibility will almost certainly be needed, and that trust is a better cement than the printed word. When business plans are not working, they will identify another direction or switch plans. So leaving things flexible is advantageous to all concerned provided trust has been established. And with trust, it becomes *alon alon asal kelakon*, slow but steady and together we will work things out. Actually, this means taking in further details, discussing further (reaching agreement or consensus—*bermesyuarat*), not coming to a closure and working to ensure the best results.

In brief, the more we learn about our OP’s culture, the more we will understand the OP, and the better we can prepare ourselves to avoid future blunders in our negotiation with the OP.

In the next section, we will discuss preparation and planning from Sun Tzu, the art of war and the negotiation angle.

3.8 Sun Tzu, the Art of War and Negotiation

We negotiate to get businesses, clinch deals and gain contracts. To paraphrase the opening statement of Sun Tzu’s work, negotiation is a matter of vital importance to the business. Negotiation concerns the profits and losses of the company, and affects the survival and demise of the company. It must be thoroughly studied.

This section seeks to translate several principles of Sun Tzu’s *The Art of War* into key principles in the fine art of effective negotiation. Many principles in Sun Tzu’s *The Art of War* appear applicable but what is critical is for us to pick what may be classified as key planning essentials when applied to effective negotiations.

3.8.1 To Be Persuasive, One Needs to Be Better Prepared

Effective negotiators are persuasive and subtle because they are well prepared. The victories of effective negotiators are “not flukes”; “they position themselves where they will surely win, prevailing over those who have already lost” (Cleary 1991, p. 28).

Great wisdom is not obvious, and great merit is frequently not advertised. When negotiators see the subtleties, they can easily win. When the negotiator plans, he is prepared. He needs to think of various possible scenarios and responses. He becomes nimble of foot; he will not trip when the terrain changes, but will trot on regardless of boulders and obstacles. On even ground one will move swiftly, as fleet-footed as a deer in flight, and on steep rocky inclines, one will be as sure-footed as a mountain goat.

What is more, there is a difference between those with strategy and those without forethought. Indeed, as Sun Tzu aptly puts it, “with careful and detailed planning, one can win; with careless and less detailed planning, one cannot win. How much more certain is defeat if one does not plan at all! From the way planning is done beforehand, we can predict victory or defeat” (Sun Tzu, cited in Wee 1992).

Therefore, “before doing battle, in the temple, one calculates and will win, because many calculations were made... Many calculations, victory, few calculations, no victory, then how much less so when no calculations?” (Chap. 1, cited at <http://www.sonshi.com/learn.html>).

A case in point, when it comes to debt collection and negotiation, is that preparation is essential and it also adds to the confidence of the negotiators when calling on the debtors (Low 2005b). Here, to cite Low (2005b, p. 42), he speaks of preparation in terms of:

[W]iden(ing) the attack, use smart weapons and become flexible. Don't send a division of tanks and bulldozers when you can get onto the hotline and talk the debt into surrendering. Stay calm and focused. No matter what a debtor says, do not get distracted or angry, and keep your cool, staying focused on the negotiation. The more in control one sounds, and the less one falls apart, the more likely one is to get what one wants out of the negotiation. (Also,) even before lending any credit, there is a need for strong checks on the people and

companies. Prevention is better than cure. Such preparations are so necessary: tighten the credit policy and in fact, get as much as one could in writing about the agreements, delivery terms and other details. Once the credit is given, then build goodwill and relationships.

3.8.2 The Effective Negotiator's Planning Essentials, Sun Tzu's Way

Sun Tzu was well known for being a philosopher and military strategist. According to a biography written in the second century BC by the historian Sima Qian, Sun Tzu was born in 544 BC into the Shi family, an ancient class of landless aristocrats who lost their land during the Spring and Autumn Period of territorial consolidation. They were considered minor nobility.

The majority of his clan travelled as academic scholars, but Sun Tzu decided to work as a mercenary, from which he found his true calling. Soon after that, the regime at that time under King Helu of Wu hired Sun Tzu as a general in 512 BC. He consequently authored *The Art of War*, which it is now well known and widely used by military strategists, and many others.

When applying the principles of Sun Tzu's *The Art of War*, the effective negotiator's planning essentials include:

1. Taking a stand on the ground where one cannot lose

Such a stand can smartly include an espousing value, one that is noble, morally good and one that can help boost strength and moral influence. Such moral

influence as depicted by Sun Tzu is the fact that the leader is wise and capable; he will be able to gain both his followers' and the OPs' moral support.

Like successful generals, effective negotiators “take their stand on the ground where they cannot lose, and do not overlook conditions that make an opponent prone to defeat” (Cleary 1991, p. 29). To paraphrase Sun Tzu, an effective negotiator first wins and then seeks negotiation; a defeated or an ineffective negotiator first negotiates and then seeks victory. Two components are involved here. The effective negotiator has to be duly prepared. He wins because he is a well-prepared negotiator. He probes and finds out; he satisfies his OP's needs. The other component is that because he is well prepared, he is able to cause his opponent to be surprised or to impose the element of surprise on his opponent. Conversely, even if there is no surprise; no surprise itself is also good. Why? This is because when the negotiator is duly prepared, he is also preparing the OP and triggering his (the OP's) awareness of his own bottom line or needs. If this is realised, the negotiator can better negotiate with the OP. Everyone knows what each wants, and mutual or win–win negotiation can then be effected.

Of course, when a war (a business takeover or an acquisition, a merger, a legal tussle, etc.) is averted, then all the more the negotiation is an ideal state. Bloodshed or losses, legal costs and/or additional costs are then avoided, and both parties would then gain in mutual ways. Thus, one wins a battle without a fight and, as Sun Tzu points out, this becomes the ideal state.

2. Doing the situational analysis—surveying the strengths, weakness, opportunities and threats (SWOTs)

Detailed planning involves not only assessing one's strengths, weakness, opportunities and threats (SWOTs), but also assessing the OP's SWOTs. Due planning should also cover the terrain, climate and weather and the overall setting. Sun Tzu says:

Know your enemy; know yourself.

And your victory will not be threatened.

Know the terrain.

Know the weather and your victory will be complete.

In SWOT analysis, it is critical that the effective negotiator knows the OP well; he should know the needs of the OP well too. It is critical that the negotiator “puts himself in the other party's shoes” (Low 2005a, p. 59; Fitzpatrick, 2005). When a salesperson is trying to sell a car to a potential customer, it is better if the salesperson understands the customer, especially his or her needs (such as cost limit, loan requirement and the purpose of getting a car). This is better than him or her explaining unnecessary details (http://www.geocities.com/chiakwongmin/.../sun_tzu_art_of_war_in_business.htm). This could save time for all while allowing the discussions to be conducted with both parties in the correct mind frames.

3. Getting the right alphas, and playing the right numbers and combinations

Before meeting the OP, the successful negotiator needs to consider or expand his power base. Here, he does so by getting the right alphas, and playing the right numbers and combinations.

On one hand, the successful negotiator needs to consider which generals (negotiators) should be sent into battle (negotiation). A capable general must have the necessary qualities. Here, Sun Tzu speaks of wisdom, sincerity, benevolence, courage and strictness.

On the other hand, he should decide on the right or winning combinations—whether to depend on solo, duo or team negotiation. Here, Sun Tzu highlights the importance of numbers when he speaks of:

When outnumbering the enemy ten to one, surround him.

When five to enemy's one, attack him.

When double his strength, divide him.

When evenly matched, you may choose to fight.

When slightly weaker than the enemy, be capable of withdrawing.

When greatly inferior to the enemy, avoid engaging him.

Each negotiation structure—whether solo, duo or team—has its pros and cons, and this needs to be borne in mind and be flexibly deployed against the OP's structure and weaknesses. "As water shapes its flow according to the ground, an army wins by relating to the enemy it faces. And just as water retains no constant shape, in war there will be no constant conditions. Thus, he who can modify his tactics according to the enemy's situation shall be victorious and may be called the Divine Commander" (Khoo 2000, p. 40).

Briefly, in terms of negotiation combinations, a solo negotiator may have to be solidly independent, making his own decisions fast, whereas the negotiation duo can rely on each other. The negotiation team ("many heads are better than one") can be diverse. Preparing together, the team members have more resources, and each team member can specialise in his or her own areas of expertise, and those are its strengths and strategies (Thompson 2005, pp. 230–233). The cons of the negotiation team are that the team may be disorganised, and the OP can divide and rule the negotiation team (Low 1996, 2004; Kennedy 1994).

4. Choosing the right place

If the negotiator lacks preparation, he may not be able to manage the climate well; in fact, he may choose the wrong place (Low 2005a). Conversely, having the right venue for the negotiation can spell success. The effective negotiator needs to be aware of the advantages and disadvantages of negotiating on home ground or in the OP's natural habitat.

Although he may have his resources readily available, the negotiator, when negotiating in his office, may face distractions from his work or staff. Nonetheless, when applying Sun Tzu's wise ways, effective negotiators "cause others to come to them, and do not go to others" (Cleary 1991, p. 39). Here, the latter is interpreted as such: when opponents come to fight, then their force will always be empty. Sun Tzu says this:

Standing your ground awaiting those far away, awaiting the weary in comfort, awaiting the hungry with full stomachs, is mastering strength (Cleary 1991, p. 59)

If one does not go to fight or negotiate, then one's force will always be full. This, according to Sun Tzu, is the art of emptying others and filling yourself.

Such wisdom is more apt in international negotiations when the OP has to fly over, stay for a few days and negotiate. He has to negotiate in a foreign or strange setting as well as incurring jet lag and possibly, food, time and place differences as well as “cultural discomfort”.

5. Being aware of the climate and setting

In the war or business field, the weather may change. There are varying temperatures, time and daylight hours. The climatic conditions represent the uncontrollable aspects of military campaigns. When negotiating business deals, one should note the changes in demography, consumer behaviour, their moods, market structure, new market institutions and systems that may upset the status quo for the conduct of the business.

When negotiating, the moods of the OPs also count. Does he or she really want to get the deal? What do the OPs want?

Low (2005a) speaks of the ineffective negotiator; he uses the wrong or inappropriate words, causing the OP to lose his or her temper. “The words or questions used are not planned”, and negative words such as, “can’t”, “won’t” and “unable to” have a subtle tone of blame and may affect the OP’s moods. The negotiator then becomes unpersuasive (Low 2005c).

A wise leader, being an effective negotiator, is able to persuade his people, subtly negotiating with them and swaying them to his side and point of view.

The former Prime Minister of Malaysia, Tun Dr. Mahathir Mohamed, brought forward the idea of Vision 2020 to Malaysians. He had successfully brought Malaysia into a modern developing nation. Persuasive, he stood firm in not borrowing money from the International Monetary Fund (during the 1997 economic crisis). Putting them in the right mood, Tun Dr. Mahathir Mohamed persuaded his fellow countrymen to have proper monetary policies implemented, and finally helped Malaysia to regain its healthy economic development (Khoo 2000, p. 102).

6. Being systematic—or having a Structure or checklists

Organisation is critical.

In this regard, Sun Tzu highlights, “Order and disorder depend on organisation” (Sun Tzu, cited in Wee 1992, p. 27). If you are in teams, be wary of the OP’s strategy of “divide and rule”. Armies have formations too; structure or organisations can add strengths. Detailed planning saves time; checklists help. They add structure (all team member have their respective roles to play) or reminders to things that the negotiators are about to do. “The management of a large force is similar to that of a small force. It is a matter of organisation and structure. To control a large force in combat is similar to that of a small force. It is a matter of formations and signals” (Sun Tzu, cited in Wee 1992, p. 27).

As Low (2005a) has rightly noted that when the executive-cum-negotiator has more time, the time saved can be better spent in preparing for the negotiation, and better preparation increases one’s confidence. When confidence is heightened, one is more relaxed, feeling less stressed. The stressor is now perceived as drastically reduced, and when there is less stress, one will feel in charge, better equipped, and even more confident. One is then better able to manage the entire

Fig. 3.5 Sun Tzu advises negotiators to make full use of the right time and timing when planning negotiations



Time and timing is important.

negotiation process. Hence, it is of paramount importance that effective negotiators take their stand on the ground where they cannot lose—they are systematic and organised. That mind frame will benefit negotiators tremendously.

7. *Making use of the right time and timing* (Fig. 3.5)

Generals are able to fight because they are warriors and soldiers are able to fight because of courage. In ancient Chinese warfare, drums were beaten to boost the morale of the army, but this tactic should not be used too frequently. It should also not be used when one's army is far away from the enemy. So, also when negotiating, the right time and timing need to be applied. For example, great company news such as high profits may be strategically released at the right time to boost the negotiation team's morale. How to boost the negotiation team's morale, strike back and perhaps demand more concessions all depend on the right timing.

“When *the speed* of rushing water reaches the point where it can move boulders, this is *the force of momentum*. When *the speed* of a hawk is such that it can strike and kill, this is *precision*. So it is with skilful warriors (negotiators)—their force is swift; their *precision* is close. Their force is like drawing a catapult, their precision is like releasing the trigger.” The effective negotiators get time to be on their side (Sun Tzu, cited in Cleary 1991, p. 35, my italics).

As Low (2005a, b) has highlighted, the ineffective negotiator does not reap or harvest at the right time and have the timing to negotiate with the OP; he is likely to tire himself out. The effective negotiator needs to catch the OP at the right time! The time or timing needs to be right; otherwise, it adds stress to an already stressful situation (Kennedy 1994). When an employee wants to talk to his superior about his salary increment or promotion, he should catch his supervisor at the right time. His supervisor may have been having a rough time at home (he could be facing divorce proceedings) and there's a need to find the right time or timing to talk to him (Low 2005a). An interesting fact is that people in a good mood are more agreeable (Forgas and Moylan, 1996 cited in Thompson 2005; Carnevale and Isen 1986), and it is then easier to talk to or influence them. Wrong timing creates time pressure, is uncomfortable and forces hard choices (Kennedy 1994); the negotiation then becomes more competitive or win–lose rather than win–win (Low 1996, 2004).

8. Using baits and getting information

To achieve distinct advantages, effective negotiator needs to prepare his bait. Sun Tzu highlights this “by enticing the enemy with some baits, one can make him come on his own accord” (Wee 1992, p. 207). “Trial balloons” also need to be floated to gauge the OP’s interests and needs. Conditional demands can also be faked or manufactured to entice buyers. Free gifts are also offered to attract them.

Here in applying Sun Tzu’s techniques, bait such as the waiving of legal fees, processing fees and other administrative charges can be used as a bank’s prelude or enticements to negotiating housing loans with its customers (Wee 1992, p. 210). Indeed, free delivery, aftersales service and warranties too can be dangled before buyers of various household products. This helps to create a situation to which the OP has to conform, and meets the demands of the effective negotiator.

Every negotiation matter needs prior knowledge. Foreknowledge helps. Sun Tzu highlights, “spies are useful everywhere” (Cleary 1991, p. 113). Third parties can be useful, they serve as scouts to procure information, and such information is vital for effective negotiators to gain the upper hand over their opponents. A detailed competitor’s analysis or a database on the strengths and weaknesses of a business’s competitors is vital in understanding their strategic planning. Here, a quote from Sun Tzu (Griffith 1963) paints a very vivid picture:

When the trees are seen to move, the enemy is advancing. Birds rising in flight is a sign that enemy is lying in ambush, when wild animals are startled and flee, he is trying to take you unaware.

Indeed, as much as in the military, it will do no good for the negotiator to act without knowing the OP’s condition, and to say the least, to know the OP’s condition is impossible without scouting or spying.

In fact, in the prenegotiation stage, getting and using market information effectively to persuade is best illustrated by the case of SKI, a ski resort operator. The company can formulate a database on the basis of the preferences for the slope and facilities among its customers. The company is also said to be using technology to monitor its customers’ movements. With 2.5 million skiers in the database, direct mail can be sent to provides updates on any recently upgraded facilities to attract consumers. (Marcial in McNeilly 1996, p. 49, cited at http://www.geocities.com/chiakwongmin/.../sun_tzu_art_of_war_in_business.htm)

3.9 Summary and Section Conclusion

Preparation and planning indeed lead negotiators to be patient. When the negotiator is patient, he gathers information and strengths. When the negotiator is impatient, he loses his cool—he’s not in control of the situation and himself. Asians can be said to easily take advantage of the impatient character of OPs including Westerners. When they negotiate, the Asian irritates them by keeping silent, being inscrutable and inexpressive as well as making them wait. As a result, the OPs become worn out or tired, having waited long (and become impatient). Thus, they would make a deal favourable to the Asians so as to quickly end the entire negotiation process. How

true, effective negotiators simply “pretend inferiority and encourage his (*the OP’s*) arrogance” (R.D. Sawyer’s translation in Tse 1993; also cited at http://www.geocities.com/chiakwongmin/.../sun_tzu_art_of_war_in_business.htm; my italics).

The Chinese seem to be commonly employing this preparation technique. Before a negotiation takes place, the negotiator speaks highly of or entertains his OP although this is not related to the negotiation topic. Such an arrangement not only creates a conducive negotiation setting to work with, but also helps foster a closer relationship in the prenegotiation stage. Thus, a local dealer would have brought his key supplier from China to a spa for a massage, the scenic local tourist spot or a pub for drinks just to entertain him. The supplier would then in return make a favourable deal with the dealer. Here, the negotiation ends even without any “proper” formality, in fact, it is all done subtly.

Overall, planning helps tremendously; to be forewarned is to be forearmed. Burnett’s (1995, p. 104) words, “plan ahead but maintain flexibility” amplify this: if negotiators plan ahead and are well prepared, they have the upper edge. In fact, they can choose various options, fit into different situations, and are more likely to be flexible.

3.10 Checkpoint

Think About It

Take a moment to reflect on:

1. Where would you feel most comfortable negotiating? And why?

2. Tick:

- Use a round table.
- Use a rectangular table.
- Meet at the OP’s place (office).
- Meet at my place (office).
- Meet at a neutral place.

3. How might you become more comfortable in those places where you feel less at ease?

4. How might the OP feel in those places where you feel at ease?

5. What can you do to make the OP feel at ease?

6. Please list out at least 10 more **competitive** words (other than those listed in the Chapter).

7. Please list out at least 10 more **cooperative** words (other than those listed in the Chapter).

8. Your own pointers:

Checklist: Yourself as a planner
Well prepared is half-done.

How do you rate yourself as a planner? How effective are you at each of the following in planning to negotiate?

- 'Taking time to plan and prepare.
- 'Setting your goals and objectives.
- 'Identifying all your objectives.
- 'Knowing yourself, knowing your key strength(s) or skill(s).
- 'Capitalising on your negotiation competitive advantage.
- 'Using some sort of checklist.
- 'Identifying the OP's needs and requirements.
- 'Answering who, when, how, when, where and why.
- 'Thinking through the possible trade-offs or exchanges.
- 'Preparing the agenda for the initial/subsequent meeting(s).
- 'Preparing reasons (excuses) to explain demands.
- 'Applying icebreaking sentences or questions to the OP.
- 'Crafting questions to ask the OP.
- 'Identifying beforehand any possible easy and useful situations during the negotiations.
- 'Identifying beforehand any possible tough and difficult situations during the negotiations.
- 'Using positive (cooperative) words to influence the OP.
- 'Using negative (competitive) words to direct or tell the OP in clear terms.
- 'Using negative (competitive) words to feign competition with the OP.
- 'Identifying easy and useful concessions.
- 'Brainstorming with others—to get more ideas/possibilities.
- 'Involving others in planning.
- 'Giving gift(s)—what gift(s) should you give?
- 'Recognising any cultural taboo gift(s)?

Checklist: Yourself as an information gatherer.

A blind pig, it is said, can sometimes find truffles, but it helps a lot to know that they are found in oak forests.

How do you rate yourself as an information gatherer?
 How effective are you at getting information that is useful in a negotiation?

- 'Getting your support people to gather information for you.

!Contacting and approaching a third party for more information on the OP.

!(Look for opportunities to make enquiries of people close to your OP. If you get a chance, chat with the secretary. Reporters love finding a certain source of information, that is from persons who don't like the OP.)

!Reading the OP's annual reports/brochures advertising slogans/ads and other materials.

!Looking at the Companies' Registrar records/public documents.

!Protecting your own information—to prevent leakage.

!Gathering cost and pricing information.

!Finding out the OP's objectives, bottom line/aspirations, interests, resistance, alternatives and risks.

!Understanding the OP's organisational structure and the decision-making process.

!Finding out who the top dogs are and who really makes the decisions.

!Finding out more about the decision-makers, influencers and users in the OP's organisation.

!Getting to people inside the OP's organisation for information.

Practise Checklist

Play-acting can give you fine lines and arguments to draw on. It also trains your emotions to follow a comfortable path around volatile and contentious issues.

Please note these pointers:

!Do not overpractise, going over the script once or twice is enough.

!Always role-play in an unfamiliar place or room since this creates tension and uncertainty similar to the real thing.

As part of the preparations for the negotiation, before an important negotiation:

!Ask your friends for their opinions, help and advice for planning and strategy.

!Prepare a script.

!Practise acting it out.

!Act it out with friends and colleagues.

!Rehearse possible scenarios.

Checklist

Think about it.

Sun Tzu, the art of war and negotiation

1. To be persuasive, one needs to be better prepared.
2. The effective negotiator's planning essentials, the Sun Tzu's way.
The effective negotiator's planning essentials, Sun Tzu's way.
1. Taking a stand on the ground where one cannot lose.
2. Doing the situational analysis—surveying the SWOTs.
3. Getting the right alphas, and playing the right numbers and combinations.
4. Choosing the right place.
5. Being aware of the climate and setting.
6. Being systematic—or having a structure or checklists.
7. Making use of the right time and timing.
8. Using bait and getting information.

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*There's a way to it.
It's not what you ask but how you ask that's important.*

Low, Kim Cheng Patrick

One kind word can warm three winter months.

Japanese proverb

4.1 The Process of Negotiation

Science is the process that takes us from confusion to understanding...—Brian Greene

Muddy water is best cleared by leaving it alone.—Alan Watts

A threatened victim often admittedly said, “I’m afraid. It’s not the content of what he (the bully) said. But I’m scared of the way he said it”.

Skilled negotiators study the process of negotiation, and they rely more on the process to be successful. But what is the process of negotiation?

The process of negotiation is the way we manage our negotiation with the other party (OP). It is concerned with the *how*:

Are we prepared? How well are we prepared?

(Remember this axiom: “Bad things might happen, so be prepared” and we can phrase it as “Bad negotiation things might happen, so be prepared”).

How do we start or open the negotiation?

How do we go about the negotiation?

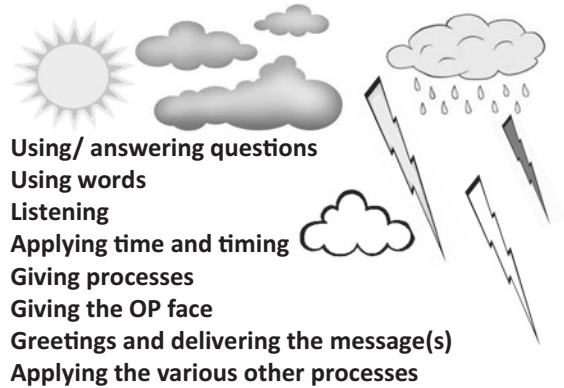
What do we do during negotiations?

Do we ask questions?

If so, what questions should we ask?

Do we, at times, pause for effect?

Fig. 4.1 Highlights managing the negotiation climate through



Do we effectively use silence during the course of the negotiation?

Do we apply tactics?

How do we answer the OP's questions?

How do we not answer the OP's questions?

Do we listen? And how well do we listen to our OP?

At the close of the negotiation, do we make our OP feel good?

And in what ways do we make our OP feel good?

Skilled negotiators ask many questions

Ask, ask and ask!

Here, we manage the negotiation climate by asking questions, using the right words, listening, using time and timing as well as applying the various processes such as delivery of the messages and various other ways (Fig. 4.1).

4.1.1 Skilled Negotiators Ask More Questions Than Unskilled Negotiators

Part of being successful is about asking questions and listening to the answers.—
 Anne Burrell

How many of us ask questions? Asking questions too is a process skill that not many possess. Instead people often like to make statements or tell (sentences).

It is critical to bear in mind that skilled negotiators pose more questions than unskilled negotiators. Unskilled negotiators make more statements than skilled negotiators. Don't tell, ask!

Some of us were taught as children not to ask for anything until it was offered. Well, this may have won you points with your primary school teacher, but it will kill you in the real world. We usually have to ask, learn to ask and work on asking and asking well.

The use of questions can be a very powerful negotiation tool. Asking questions is part of the negotiation process, as well as one of the key negotiation skills. Skilled negotiators think and plan the questions they need to ask. They listen and use their OP's responses as a resource to guide the negotiation.

1. Questions Serve as Icebreakers

In the first place, questions serve as icebreakers and help to create rapport with the OP.

“How are you?”

“How was the transport to get here?”

“How did you manage to find the place?”

“How was it? Was it easy to find the meeting place?”

These questions are good icebreakers.

2. Questions Help the OP To Feel at Ease

The OP feels at ease as the negotiators pose their questions. Besides, the OP feels consulted; his or her views are sought after. Also, look at the interests/needs of the OP.

“What do you think of...?”

“What do you like? C, D or E?”

“What’s your preference: plan A or plan B?”

“What are your views on...?”

The questions posed also stimulate thinking and discussion by the OP (Fig. 4.2).

3. Questions Help Parties To Obtain or Exchange Information

By asking questions too, both parties can get or exchange information.

“What are your suggestions about...?”

“Given the case, what would you do?”

“How can we solve this problem?”

“How do you think we should proceed?”

Through the use of questions too, negotiators can ascertain facts from their own side as well as from the OP.

4. Questions Challenge Assumptions

When we assume, we might miss out on things. We can perhaps take things for granted. But when we apply questions, we are challenging the assumptions. Examples here include:

“We will arrive on time”.

“Suppose we do not arrive on time?” or “What would happen if we did not arrive on time?”

Fig. 4.2 Begin with one’s heart; look into one’s own heart, and also into the needs of the OP

**Look into/ take care of the needs of the OP too:
“Breathe deeply. Breathe IN; breathe OUT!
Inhale the POSITIVES (+). Exhale the
NEGATIVES (-).**



**And start with one’s own inner peace or heart.
Then use that inner heart as the basis and even
the foundation from which to deal with one’s
settings or the outer world with perspective,
empathy, and love (passion).”** Low, K.C.P.

“No one should be late”.

“What would happen if we were late?”

5. Questions Confirm Understanding Between Parties

Questions also help to confirm understanding between parties. Questions enable us to know and understand the needs of the OP better.

If we don't ask, we don't know. And when we don't know, how can we mutually help each other?

6. Questions Help To Clarify Things

Questions enable you to probe a situation or a response to ensure you have understood correctly. In doing so, you reassure yourself that what the OP has said is important enough to be properly understood.

Asking questions also helps to clarify details. These include, for example:

“How much money is needed for the joint venture project?”

“What do you mean when you say...?”

“Could you explain that a little bit more?”

“In what way(s)...?”

Asking questions to clarify or amplify what the OP has said is the most effective way of both delaying a response on your part and of obtaining more information upon which to base your ultimate response.

7. Questions Draw Out Options and Suggestions

Questions are less restrictive. They create choices. When we as negotiators pose (open-ended) questions, options or alternatives become available.

“How could we improve...?”

“What if...?”

“Suppose we were to...?”

“What do you think about...?”

On the other hand, when we make statements, options are restricted. Unlike questions, statements are narrower or more restrictive.

8. Questions Stimulate Thinking

Questions can be used to stimulate one's own thinking as well as that of the OP/others. Examples include:

“What if we were to introduce a new discount system?”

“Is it possible to adopt another method or way?”

“What if we were to use a different route? Would it be shorter?”

9. Questions Secure Commitment

When summarising or consolidating, attempting to come to an agreement, one finds that questions are often more acceptable than naked statements or demands. Normally, people use questions as a polite way of making requests and suggestions. “Will you do me a favour by lending me your pen?” is not likely to be answered with, “No, I will not.” It is more acceptable than “Pass your pen to me”. For example:

“Do you agree that in this case we should take joint action?”

“So you are okay? You are happy to do this if I agree to do that?”

A dialogue example of a competitive versus cooperative ‘exchange’ (/superior’s response):



Competitive ways:

B: When I was using it, the photocopier was alright. Now the photocopier is down. It broke down frequently.

A (angrily asking the employee to contact the photocopier’s office for repair): Oh **NO*\$#!** You know how to use the photocopier, why can’t you now contact the agent to repair the machine!



Cooperative ways:

B: When I was using it, the photocopier was alright. Now the photocopier is down. It broke down frequently.

A: What do you think we should do now?

OR

A (asking the employee to contact the photocopier’s office for repair): Can you please contact the agent to come to our office to repair the machine.

Fig. 4.3 Cooperative way(s) of asking the OP feedback or questions

Interestingly, the latter question is not actually a question but rather it is a statement turned into a question by the tone of one’s voice.

10. Questions Ask for Feedback

It’s helpful to ask questions to get feedback about what one has said or done, and these include (Fig. 4.3):

- “What was your opinion when I said...?”
- “Are you satisfied with...?”
- “How do you view it?”

11. Questions Make the OP Feel Good

There is nothing like showing the OP that you are truly interested in what he or she has to say, to achieve a degree of rapport. It is not manipulative or deceitful to want the OP to feel that he or she is getting the best result possible out of the interaction between you. It is, in fact, proper consideration for the OP.

12. Questions Get Parties Out of a Deadlock or a Stalemate Situation

Questions can be posed to get one out of a negotiation deadlock or a stalemate situation. Examples of such questions include:

- “What if we brainstorm on how to resolve this problem?”
- “Would it be good... suppose we can suggest various options or solutions?”

13. Questions Keep the Discussions Going

You can use questions to keep the discussion positive and focused on the interests of both parties and the desired outcome, rather than on the positions adopted by either side.

4.1.2 Apply the Power of Questions

Better ask twice than go wrong once.—Anonymous

1. Ask Open-Ended Questions

Use the five *Ws* and the one *H*: the what, who, where, when, why and how.

Examples include:

“How do you see the Chinese market developing in the next 2 years?”

Open-ended questions do not permit a simple yes or no answer. They are asked in a way that the reply must be expressed in terms of an explanation, fact or opinion. They are your most faithful tools of the trade and when properly used will reveal a treasure trove of information.

2. Ask Reflective or Mirror Questions

These are used to reflect or restate to the other person that you have heard and understood what has been said and invite the disclosure of additional information.

“So, you agree that...?”

“Are you saying that...?”

“So, you feel that...?”

3. Ask Closed Questions

These questions are used to seek confirmation. They involve yes or no answers. Examples include:

“Are you happy with that idea?”

“Can the assembly section reach that productivity goal by August?”

4. Ask Hypothetical Questions

Such questions are used as a way of probing and exploring options without locking either side into commitments. They can also be used to float an idea or test the OP’s reactions. Some examples are:

“If the workers could raise output by 10% in 2 months, what type of reward would you consider then?”

“Would you consider working for us temporarily?”

“Have you ever thought of upgrading yourself, moving into management?”

5. A Straightforward Probe

This can be disarmingly frank. It is very upfront and interestingly, you might just get the answers. Examples include:

“How can I best satisfy your needs?”

“What do you want from this negotiation?”

6. Ask Back-On-Track Questions

These questions are useful for politely shifting the debate to the agenda.

Examples include:

“John, can we apply the same insight you have shown for the overtime question to the new employee-recommendation incentive issue?”

“Jerry, How would you explain further what you said earlier, that is the issue of earning straight commission?”

7. Ask Testing Questions

Such a question is one for which you already know the answer: you are just trying to test OP's competence and/or honesty. For example, "What were the type C8 production figures last quarter?"

4.1.3 How To Answer the OP's Questions

Before you start some work, always ask yourself three questions - Why am I doing it, What the results might be and Will I be successful. Only when you think deeply and find satisfactory answers to these questions, go ahead.—Chanakya

To be well prepared is to be well armed. Have your answers ready.

First, we need to think first. And think again before responding. And understand why the OP is asking the question. A blurted, un-thought-through answer can jeopardise many a negotiation.

We may or may not answer whatever questions are posed to us by the OP. It all depends on what we want, our outcome. However, we do need to turn down the OP's questions politely and cooperatively.

We may want to answer the OP's question later. Ask the OP to repeat the question, Use: "I don't understand your question", "Please repeat the question" or "I don't get your question". Or pinpoint other areas that need to be tackled first.

We can also answer partially, just answer part of the OP's question. If we have limited knowledge or a limited idea of the issue concerned, we can say, "I don't have the entire picture/story but..." or "I'm guessing that..."

I believe that our most powerful answer is the truth. A truthful answer puts us in a strong position. Besides, it sets the ground rule that both parties are expected to always tell the truth. We can then work well together.

4.1.4 Apply the Pause Button

Take Five or Time To Take Stock

Pause, think and reflect. We need to press the Pause Button.

At most times, we need to press this button to look at things, keeping an emotional distance during high-stress times—whether at home or at work, anywhere you need a little breathing space. It can be to think clearly, reflect or take stock.

This pause, or comma, is basically putting the negotiation on hold for a few minutes to an hour or even days/weeks, so that meanwhile you can sort things out!

The pause can be to:

'Prepare/plan: Do I need any further bits of information?

'Clarify/gather thoughts: Am I thinking clearly? Am I clear on this ___?

'Enable you to see the overview, taking a helicopter view of the negotiation held so far and managing the negotiation atmosphere to make it more cooperative.

'Find out more: What is it that the OP really wants?

'Set limits: Am I clear about the limits set?

'Know when to close: Do I get what I want? Go for the close?

These pauses are pretty powerful and indeed silence can be golden. You don't win by dominating the conversation. Silence can be a weapon. There may be times you'll want to let the OPs just keep talking. Let them talk. Listen and listen well! They may reveal some information you may not have got if you had interrupted. After all, "the less is said, the more is heard!"

You can use this pause or silence to plan your next strategy or move. Besides, by being silent you are not committing yourself to any position, and you show yourself to be deliberate, not rash.

4.1.5 Apply Positive or Cooperative Words

I like good strong words that mean something.—Louisa May Alcott, *Little Women*

You are precisely as big as what you love and precisely as small as what you allow to annoy you.—Robert Anton Wilson

It is said that every tomorrow, future or any (negotiation) event has two levers. We can take grip of it with the lever of fear, worry and anxiety or the lever of strength, confidence and faith. The latter is more positive. And we can always move the negotiation forward. When there is a contentious negotiation, successful negotiators bring it forward by their positive thinking attitude, the use of cooperative words and positive actions.

Rumi spoke of words as such: "Raise your word, not your voice. It is rain that grows flowers, not thunder".

And SKILLED NEGOTIATORS MAKE FULL USE OF WORDS.

Unskilled negotiators flounder. A staff may say, "Oh, I have done the report and submit to the Vice-President". And the Manager curtly replied, "So?" or "Of course, that should be done!" This is certainly a conversational stopper and killer; and such words would prevent the OP (in this case, the staff) from volunteering further information to the Manager. Words must be soothing and (re)assuring enough to encourage the OP to contribute and share more information with the Manager.

We all know that *What's App* is a personal comms. in which we relate to each other in a personal and friendly way. Many a times, I may be relating issues or messages close and personal; and there I get these messages: "Noted"; and/or "noted with thanks". And the word "noted" is so uppity and not so friendly—that's my perception and what's yours? The receiver can, in fact, just say, "Thanks for sharing these with me" and even a simple "thanks" is warm enough when relating with each other.

Even words in some company slogans (catchy words or catchphrases words combined in a unique way to identify the Company's products or services) can indeed be likable, enticing and appealing to both its prospects, customers and others. Ordinarily, the words used in slogans are **simple** and **memorable**. And they differentiate the brand, giving positive feelings associated with the Company, the brand and its products.

Other examples include: M&M: “Melts in Your Mouth, Not in Your Hands”, Nike: “There is No Finish Line”./“Just Do It”. and “General Electric: “Imagination at Work”. And Deliveroo in Singapore boasts of its “Vast & Fast” delivery of food services (circa June 2019) and Channel News Asia speaks of “We cover Asia for the world”. Interestingly, the latter slogan also enhances the positioning of the News Channel. And Europcar speaks of “Moving Your Way”.

Applying charming words, in cosmetics and particularly in lipsticks, Sephora presents Charlotte Tilbury’s “makeup artist to the stars”, “Lipstick is happiness in a tube!” And indeed how gorgeous they are.

I also love, for example the old slogans of Guinness; and one of them is my favourite, it is: “My Goodness, My Guinness” which, as added on its ads, is very attractive and appealing.

Because of their positive thinking attitude, they capitalise on positive or cooperative (appealing) words to persuade and influence the OP/others.

One doesn’t make a phone call to one’s boss to let him know that “I would like to **negotiate** with you about my **salaries and bonuses**”. Rather one would say, “I would like to **discuss** with you on some important matters pertaining to my career here with the company”. Or one may put it in another way, that is “I have **something important to talk** to you about **my career**”.

Successful leaders and managers don’t tell their people that they face **problems** but rather they face **challenges**. They don’t use the word “problem(s)” —they instead use such words such as “**challenges**”. And instead of using the words “**burden**”, “**liability**”, they apply words such as “**opportunities**”, “**chances**” and “**prospects**”.

One has to choose one’s words carefully or be conscious of the words applied when dealing with the OP and/or others. When one uses words—and if they are positive, they can encourage (assure/hearten/ cheer) others, or—when they are negative, they can discourage or dishearten others.

Second-hand goods companies sell “**pre-owned**” or “**pre-loved**” cars, products instead of second-hand goods; the latter sounds “**unwanted**”, “**cast-off**”, “**dated**”, “**old**” or “**used**”. And second-hand branded or luxury cars are sold as “**Premium pre-owned**” or “**Vintage (cars)**”.

One newspaper vending machine runs an ad or taglines, urging its customers to “fill up your mind” and “enjoy your read”.

Dates sellers claim that their dates are “date-licious”. And to attract vegetarians and other diners to dine in their restaurants, these restaurants and even food manufacturers would use these words, claiming or saying that their food are “nutritious”, “nothing artificial” or “all-natural”, “low-sugar”, “protein-rich”, “fibre-rich” and “fat-free” or that it contains no “trans-fat”.

And instead of saying “bland”, “tasteless” or “without sugar”, some drink manufacturers and sellers use these words “refreshingly unsweetened; having a delightful Jasmine scent” to highlight their tea drink range. And when the drinks are sweet, the same drink manufacturer too says in its ad that, “Flora Aroma. Lingering Sweetness”. Such lovely words deployed.

I am not lazy; yes, she is not lazy. It is just that I have unhurried charms; and she has plenty of it too!

Most, if not all of us, certainly do not like to hear negative words. Negative words can have a wet blanket effect and they may discourage or have a dampening, stifling effect on OP/others.

During the Covid 19 virus pandemic period (then, circa March/April 2020), “**quarantine**” becomes a harsh, if not an offensive word, more so when one is “**quarantined**”. And yes, the proper term is “**socially distanced**”. Then again, “**social distancing**” seems boring while “**moving deeper into the realm of the greater good and safety**” sounds much more interesting or appealing.

In fact, a new word also emerges:

“Don’t be a **covidiot**, a noun:

1. a stupid person who stubbornly ignores ‘social distancing’ protocol, thus helping to further spread COVID-19.
‘Are you seriously going to visit grandma?
Dude, don’t be such a **covidiot**.’
2. a stupid person who hoards groceries, needlessly spreading COVID-19 fears and depriving others of vital supplies.
‘See **that** guy with the 200 toilet paper rolls?
What a **covidiot**.’” (Curejoy 2020)

Another **important** thing is that most of us certainly do not like to hear the word, “No”! Nobody likes to hear “No”! In fact, “No” is the ultimate negative word to hear in negotiation! We would much prefer to hear “Yes”! Of course, “Yes” is a sweet word!

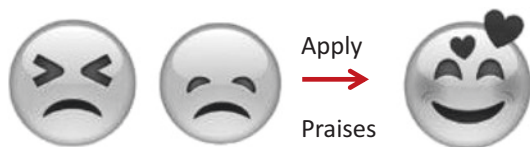
All of us hold **the** key. And it is indeed important to always choose one’s words wisely, but it’s especially vital when one is doing affirmations [One should really use one’s words to accurately portray exactly the results or outcomes one intends to achieve.]. One’s words are taken literally by one’s mind.

You are what you think!

Yes, positive words too can be a mood booster not only to oneself, but also to the OP and others. If one needs to boost one’s OP/ friend’s moods (disposition), one can help by complimenting one’s OP/friends. Generally speaking, one needs to just be more positive. Well this pointer can really help! Words can do a whole lot so apply the examples and think on for more positive words that will surely brighten one’s OP/others’ (and even one’s own) day! (Fig. 4.4).

Fig. 4.4 Positive words such as compliments can boost the OP’s moods

A successful negotiator can change or boost his (her) OP’s moods by complimenting and praising him (her) with positive words.



We need to use positive words to touch base, connect and build common ground with the OP, keep the discussion going in a cool, cooperative and collaborative climate. If your staff tells you, “Well, we would like to try your idea, but we tried it previously and it didn’t work!”, to persuade your staff to build on your idea, pick the positive aspects of their arguments and build on them till both of you develop common ground. It is easier than to discuss things. Your response should be “What did you specifically try previously?”, “What would you like to try (do)?” or “What can we do to make the idea work?”

4.1.5.1 More on the Power of Words

There are no words to express my sorrow and regret for the pain I have caused others by words and actions. To the people I have hurt, I am truly sorry.—Matt Lauer

A tongue 3 inches long can kill Man feet tall.—Chinese Sage

For beautiful eyes, look for the good in others; for beautiful lips, speak only words of kindness; and for poise, walk with the knowledge that you are never alone.—Audrey Hepburn

These are good quotes to remember when talking or discussing about words: “Words are, of course, the most powerful drug used by mankind.” said Rudyard Kipling.

A successful negotiator’s word is the power that (s)he has to create; something positive and it is (becomes) a gift to the OP and to the others in whom (s)he seeks to influence or persuade (Fig. 4.5).

Hate has 4 letters, so does Love.
 F**K has 4 letters, so does GOOD.
 Enemies has 7 letters, so does Friends.
 Lying has 5 letters, so does Truth.
 Negative has 8, so does Positive.
 Under has 5, so does Above.

SO

Cry has 3 letters, so does Joy.
 Anger has 5 letters, so does Happy.
 Right has 5 letters, so does Wrong.
 Hurt has 4 letters, so does Heal.



Life, you see, is something like a double edged sword. One needs to transform every negative side into something positive, growing an aura of positivity, and one chooses LIFE’s including negotiation’s better side.

Fig. 4.5 Highlights positive words vis-à-vis negative words

Your words certainly have power; use them wisely. Lori Handeland, in *Crave the Moon* highlighted these: “Words have power,” Isaac answered. Words begin and end wars. They create and destroy families. They break hearts. They heal them. If you have the right words, there’s nothin’ on earth you can’t do”, as highlighted by

“Words can be like X-rays if you use them properly – they’ll go through anything. You read and you’re pierced.” said Aldous Huxley, *Brave New World*.

Words can indeed transform our lives. Say “can” and “We can do it!” Say, “We cannot do it”, then “It becomes a reality!” That’s why Malaysia adopts the slogan “Malaysia Boleh!” meaning, “Malaysia Can!”. Say “It’s easy”, and it becomes easy, but if we say, “It’s difficult!”, Then surely so, it becomes difficult to do. Say, “It is possible”, it becomes so. Or say, “It’s impossible”, it becomes a challenge and one may not be able to do or accomplish it!

One can also verbalise one’s thoughts through one’s words. But do note that one’s words are like weapons or arrows. And like arrows, one’s words can indeed be very piercing and indeed hurting to the Other Party (OP). Do avoid negative words, or words that can hurt the OP and others. A supervisor can say, “You are always lazy, not working hard”. The word “always” is vague or not clear (one of 100 times or 1 out of 5 times; what is the frequency of the occurrence or evidence of ‘being lazy, idling or not working’); and it is negative and even offensive to the other party as in this case to the said employee.

One can be specific and be clear in the use of one’s words; for example one can say, “I notice you tend to want to relax after your mealtime on certain days say like 3 out of 5 days”.

Once the words are out or released, they strike their mark, and they can be sharp and piercing. Yes, do guard them well and fire them carefully! One needs to learn how to select one’s thoughts just the same way one selects one’s clothes each day.

If, one can start to consciously choose one’s thoughts and the words one says, one can and will change one’s negotiation ways and even one’s life for the better.

Interestingly, Singapore’s Land Transport Authority (LTA) has a catchy tagline: “We keep your world moving”. And when it comes to sales and promotions, some companies speak of, “raining discounts and deals”.

And one newspapers’ vending machine has this noteworthy tagline, “The best antibiotic against fake news”.

Some product promotions speak of and apply words such as “Private Sale” or “Special Promotions” to give the air of exclusivity, selectness and uniqueness. And in terms of food dishes, restaurants and chefs have to attract and appeal prospects and customers by the power of words. They use words such as “Special”, “Select” or “Exclusive for V.I.P.s”.

A certain milk powder company thus appealed to its target audience as “(being) the science of mother” and its product’s “(being) scientifically formulated for immunity support”.

What makes one hungry? Some words always make one salivate. What are those words? Certain words such as “slow-cooked”, “pull-apart”, “juicy”, “crispy”, “tender” and “served with creamy coconut milk” when describing meats, chips and other foods can really make some people hungry and/or wanting to eat. And some

people prefer the word “piping hot”; for them, food has to be hot when served; not many like cold rice or cold dishes.

To persuade customers to buy their products, some bakeries, confectioneries and delicatessens apply exotic and fancy names (words) to their breads and buns, and these include names and words such as Hokkaido Blueberry or Raisin Baguette, Lemon Muffin, Garlic Gold Bar and Custard Cornet.

One vet clinic highlights to its prospects and customers that it has “a Purrfect Woof Clinic”, especially in taking care of the health and well-being of cats and dogs.

And interestingly, one Malaysian café in its advertisements spoke of its coffee as “(having) strong aroma”, “bold flavour” and “for EXTR RICH pause-able moments”.

Next, we will discuss more on words in terms of the Confucian terms (words) and/or human resources management context. Of interest here and of Confucian origin, one Chinese proverb speaks of “The beginning of wisdom is to call things by their right names”. The Confucians speak of the Rectification of Names.

The power of words too can be taken as one way to control or manage the negotiation climate, more so the “feel good” moods of the other party (OP) in the negotiation setting and the negotiator then use the appropriate and suitable words (Low 2010). A teacher is to be addressed as a teacher; and a manager is called a manager while an Assistant manager is addressed as an Assistant manager. Here, there should not be a confusion of terms, words or positions. Calling by the right names (terms) can also be rightly interpreted as being polite, respecting and addressing the other party by his or her job title and appointment, making him feel important and according to him or her the appropriate and necessary role(s), particularly so, when one first gets to know the OP. It is good to establish or get the relationships right at the very first meeting.

Interestingly, the Emergency Response Team of the Singapore Police Force (around 2018) is referred to as the Defenders in its recruitment promotional ads—“When terror strikes, the Emergency Response Team fights back. Specially trained in counter-assault skills to swiftly to neutralize terror threats, they are defenders of our peace and way of life...”

And the Singapore Prison Service’s ads and promotions (around Sep 2019) spoke of “turning sentences into new chapters”, and the prison officers (previous term used) are now referred herein as “Correctional Rehabilitation Specialists”; what a cool name or job word applied!

4.1.5.2 How You Say the Word(s) Too Counts

Our words should be purrs instead of hisses.—Kathrine Palmer Peterson

Do not say it grouchily, sulkily or bad-temperedly. Or in a monotonous, unexcited way.

One needs to say the words clearly and politely. One observer spoke to the author, “Some people just cannot speak politely and each time they open their mouths or speak, it’s as if they want to quarrel or pick an argument with others”.

To be persuasive, the skilled negotiator has to say his (her) words kindly to the OP.

How it is said is important; the way and the tone one says the word(s) is (are) crucial.

Say in a persuasive manner, and it becomes persuasive. Say in an unpolished and unkind way, and it becomes crude, even cruel and unpersuasive. How one says it makes it persuasive or otherwise.

4.1.6 Apply Listening

Somewhere we know that without silence words lose their meaning, that without listening speaking no longer heals, that without distance closeness cannot cure.—Henri Nouwen

When you listen to the OP, the OP will be willing to listen to you—only if you listen well in the first place.

Be a good or an active listener. The good listener judges the content, and usually skips over the delivery mistakes. He or she listens for the central themes and often withholds judgement until understanding is complete. Successful negotiators work hard in terms of listening while exhibiting an active body state (language) and fighting or avoiding distractions. Conversely, poor listeners tend to tune out if the delivery is poor or daydream with slow speakers. Distracted easily, they usually show low energy output and their attention is normally faked.

Here, it is, more so applicable, if you are the staff then ask:

Is the executive, as an OP, listen to the employees (trade unionists) enough? Does the executive, as an OP, listen enough to you, as an employee? When the employees are not happy or dissatisfied at work, they can feel as though they have two choices: quit or voice their concerns. Organisations can prevent turnover and retain more employees by creating work environments in which people want to choose the latter. One way to help employees feel heard is to regularly conduct anonymous surveys that allow them to give feedback on various aspects of their roles. When people can speak up about their frustrations without facing consequences for it, managers can gain valuable insights into what their employees want and need. Share the results of these surveys with the leadership team; you may want to address common concerns in a company-wide offsite or team meetings. It's also important for managers to show employees they are acting on prominent issues. You may not be able to solve every problem or fix every dissatisfaction, but demonstrating that you're willing to listen is a good step toward improving work for everyone (Adhvaryu, Molina and Nyshadham 2019; https://hbr.org/2019/04/want-fewer-employees-to-quit-listen-to-them?utm_medium=email&utm_source=newsletter_daily&utm_campaign=mtod_not_activesubs&referral=00203).

If you are forced unprepared into a negotiation situation, then you have to listen. Use the process of listening. Sometimes, lawyers and property agents usually know the history of a deal well and are normally willing to talk about it even before the negotiation begins. If you are not ready to negotiate, then the best way to spend time is listening.

If pushed further, tell the truth. Say that you are not prepared, and use the time to your advantage to inquire about the OP's position.

4.1.7 Apply Pressure or Work Things Out In A More Relaxed Pace (Time)

The challenge is to stay cool enough to handle the pressure in the moment so that you can succeed in the future.—Jurgen Klopp

Pressure can burst a dam or can create a diamond.—Kim Cheng Patrick Low

Give a deadline; it can be a rush job to seal the deal. Put a short time period or frame on the negotiation deal that both parties must work out and reach an agreement (make a deal).

Or there can be no hurry, and both parties can work things out in a more relaxed pace. Parties can also meet in more informal settings—at the coffee shops and/ or cafes. The negotiator too can manage the process, applying a long(er) time frame for both parties to work out and reach a mutually agreed deal.

On one hand, one can also have a formal setting for the meetings. Have agendas set up, and proceedings recorded; a serious tone is set. And this would give a “more formal approach to things” mood to the OP. On the other hand, one can choose informal settings such as having discussions at the food courts for the negotiation meetings. Note that informal settings would ordinarily give a more relaxed feeling to the OP and all parties involved.

Interestingly, Donald Trump once said, “My style of deal-making is quite simple and straightforward. I aim very high, and then I just keep pushing and pushing and pushing to get what I’m after. Sometimes I settle for less than I sought, but in most cases I still end up with what I want”, and these mean his process is to apply pressure to his OP to get the deal(s) or things done.

4.1.8 Be Aware and Apply of the Process of Counter-offer

Please note that counter-offers make both parties more pleased or satisfied.

Every buyer wants or desires to feel and sense that they got a good deal; every seller wants to feel as if they pushed a hard bargain. Parties are most happy on both fronts if there was some back and forth. This may come as a surprise if you’re a person who loathes negotiation.

Galinsky even advised (cited by Hedges 2013) that one should not take the first offer, even if it meets one’s needs. By going back and asking for concessions one can ensure that one got the best deal, and increase one’s partner’s satisfaction as well. More satisfied partners are more likely to work harder and be more committed to the end result, which is the ideal or best outcome (result) from the start.

4.1.9 Feel Powerful!

Fear is a powerful beast. But we can learn to ride it.—Justine Musk

Energise yourself!

Apply this process: Feel powerful! When you feel weak, you will lose. Feel powerful and be powerful, you will be powerful!

[If you feel afraid, you will be afraid and not feel powerful; it's as simple as that!]

It's the heart that makes you confident. It's the heart that makes you powerful.

Feeling weak is also another serious negotiating mistake. When you feel weak, ask for a pause, have a break. When you feel weak, it is usually and almost always because your preparation is lacking.

Strengthen yourself by pausing and/or preparing—gather further information. Psyche yourself. If you are lacking in confidence, review your assets and achievements, and build your self-esteem.

4.1.10 Apply the Psychological Process when Dealing with the OP's Objections

If my 'mind' don't mind, I don't mind.—Amit Kalantri

Yes, give a process. And you can do it by applying the psychological process even when dealing with the OP's objection(s).

When the OP raises objections, do not respond too quickly. If you respond too quickly, you would appear as being defensive in the OP's eyes. Instead, listen carefully to the OP. Show that you understand the OP; you are empathetic to the OP's feelings. Then you explain, give reasons and confirm if your answers have dealt with the objection(s) raised.

Here, one needs to use the psychological process approach, applying the 4 As System# (Low 2000, 2002, 2006, pp. 116–117):

Acknowledge the objection: Face it openly and squarely. You may want to say, “Yes, I see your point. What makes you say so?”

Ask: Ask OP for his concerns, and probe to get more details of the objection. “You said.... Perhaps, you can tell me more about it”.

Listen fully to the objection raised. And show understanding and empathy.

If you have not listened and shown understanding to your OP, then when you explain your position, the OP's mind will be closed to your explanations. The OP may be thinking, “Why should I listen to you when you have not listened to me?” So here, it is critical that you first allow the OP to express his concerns and apply the subsequent process of listening, understanding and empathy. Once this is done, then....

Account for or answer: Show that you understand, saying, “I understand what your position is” or “I understand what you're saying”. Then give your reasons to explain your position/situation.

Affirm: Check with the OP if he or she accepts your answers. If not, probe further as you may not have addressed his or her concerns. “Does that help you in understanding your concerns over ____ (e.g. the price/fees, the appointment, etc.)”.

4.1.11 Give Your OP Face... and Take Notes

What you feel inside reflects on your face. So be happy and positive all the time.—Sridevi

“In the end, the best victory is the one that looks like a defeat”. Said Neel Burton. And it appears as if you have lost much face or been humbled, but what have actually happened is that you have given much “face” and “process” to the OP. Yet you know, in the heart of hearts, that you have won.

You have smartly given to the other party (or parties) their self-image, ego or self-esteem that they prize (some people may simply value these so much), so that (s)he/they will, in turn, let you have some better terms, for example free deliveries and longer warranties (some contents). You give process to the OP yet you take the content from them.

Remember to give face or massage your OP’s ego or self-esteem. “Face” is so important among Asians. The Chinese have a saying that is worth mentioning, that is “A gentleman can be killed but cannot be humiliated”.

Note that when the OP feels that (s)he is losing (even losing face), it’s only natural that the OP will attempt to prevent you from winning too much. At this point, it is apt to quote these words of Sydney J. Harris: “The most important thing in an argument, next to being right, is to leave an escape hatch for your opponent, so that he can gracefully swing over to your side without too much apparent loss of face”.

How then do you give your OP face? If need be, distract the OP with other minor things or have some small talk on other things other than the negotiation issues.

And make your OP feel important. Give him (her) the top of the world feeling. Boost his (her) ego.

Give your OP face by showing your interest, listening and taking notes. Be all ears! Taking notes shows that you’re listening, paying attention to your OP as well as trying to resolve the problem(s).

Taking notes also make it easier to resume the conversation, “Looking at the notes I took previously, perhaps we can now discuss...” When you take notes, you are also able to focus your attention as well as change the pace of the negotiation. Occasionally, you can put down your pen and offer comments or say in confidence, “Off the record, I believe...”.

4.1.12 It’s Not Just What You Say or Give, But Do Stress the Benefits Please

I always wanted to be a chef. Flavors and food were always of interest to me, but it was how those things brought friends and family together to celebrate not only the special occasions but everyday life. It has been a blessing that I have been able to pursue a career that creates a product that brings people together.—Maneet Chauhan

Yes, this helps much, and it makes the products and/or services attractive and even appealing, giving more incentives for the OP to deal with your Company and you.

Skilled salesperson or negotiator stresses on the benefits that they give to their OPs and clients. Benefits are the reasons customers buy your products and/or services. They are the value that customers realise from a product or service, and it is also the value that OPs understand they get from their relationship and interactions with your Company and you.

One does not point out or talk about product features, but one highlights the benefits and merits of one's products. Such benefits can include product durability, buyer's convenience, user's comfort and a host of other benefits and advantages. One also speaks of values; for example an environmentally friendly product that helps customers feels good about a purchase. And other examples include: An electric car that can make it from one city to another on a single charge is certainly more efficient and alluring! And an old hotel with character can give or make guests get a (nostalgic/sense of importance) feeling from it.

Take note too that the successful negotiator also links these product benefits with the OP's (customer's) needs.

To cite an example, when the car company (selling cars) provides the loan car when the customer's car is in for service, and the customer's needs here are the need for not being without a car. The effective car company negotiator then highlights that, "We supply (provide) you with a loan car whenever a car is in for service so your sales-people will not lose any time from the job because they had to wait for their cars".

Further, when one negotiates, one does not sell or highlight one's product (service) brands or say how strong one's brand(s) is (are), but rather, one emphasises the benefits that one's brands give. And these include the association or links that the customers enjoy, having been associated with your Company/your Company's Brands. Be aware that customers are attracted to brands that they share values with. And what more, the enhanced credibility and shared values are also rubbed off to the (would-be) existing buyers and customers.

Besides, when a business or a Company has great branding, people notices. People also often notices the company(ies) they are associated with And often, those people who are noticing are normally very talented influencers, social media marketers, website designers or concept builders.

4.1.13 Before You Present, Plan the Delivery (Make Your Presentation Persuasive)

Great negotiations happen when people are relaxed, so a relaxing environment is important. A high-energy environment tenses people up. It closes them up. You're not as likely to get that concession.—Jon Taffer

These pointers are by no means exhaustive; some key pointers are put up. Readers are certainly advised to think through, reflect and write down further or more pointers that may be applicable to them.

Do arrive early. It is always best to allow oneself plenty of time to settle in before one's talk; one can also get used or accustomed to the meeting room and one's presentation area and space.

Yes, it is also good to do one's best to chat with people before one's presentation. Talking with audiences makes one's seem more likeable and approachable.

Before one presents, one must think of the process of delivery to persuade or influence one's audience. Prepare and do one's homework well. Think too of a good opener—one that grabs the audience's (OP's) attention.

Greet the audience/the OP well. Do greet the audience with enthusiasm.

Do have one's objectives for one's presentation. And make sure that one is able to connect or link with one's audience/OP. One's audience will have a variety or diversity of different experiences, interests and levels of knowledge. A powerful and successful presenter will need to acknowledge these and prepare for and respond to them accordingly. Ask oneself:

- How much will one's audience already know about one's topic?
- How can one link or connect new material to things the audience (one's OP) might already understand?
- Will one need to win the audience (one's OP) over to a particular point of view?

Sure, one may not be able to answer these questions for each member of one's audience, but one should have enough information to ensure that one has targeted one's material at the right level for their needs. This might involve avoiding technical jargon or explaining abstract concepts with clear practical examples. If one fails to consider one's audience's needs, one will fail to appeal to their interest and imagination.

The opening of one's presentation is important. The introduction to one's presentation is vital. It is one's first point of contact with the audience (OP); one can either capture or lose one's audience's interest in a matter of seconds. Use one's introduction to lay a clear foundation for the presentation to follow. Try using this structure:

- Introduce yourself.
- State what one will be talking about (a title or subject area).
- State how one will be talking about it (e.g. by comparing test results or reviewing the supporting literature).
- State what one intends to be the outcome of your presentation (an informed group, a lively discussion).
- State what one expects one's audience to do (listen, take notes, read a handout and ask questions before/during/after).

Always give one's audience a moment to absorb this information before moving into one's first key point.

Show, illustrate and give the audience some visuals; show them some diagrams, charts and graphs.

One should create something that the audience (your OP) will always remember. Use shocking figures or statistics; here, don't glide over them, but rather amplify them. The audience should be emotionally connected to you via evocative pictures or emotionally potent visuals.

Duarte (2012, p. 75–79) spoke of adding emotional texture, that is adding one's own personal stories and memories such as the important times of one's life, one's relatives, authority figures, one's peers, one's staff or subordinates, one's enemies, one's important places and things one cherish as well as things that have injured one.

One, for example needs to use metaphors; they are interesting, powerful literary device. Dr. Martin Luther King Jr.'s "I have a dream" speech about 20 percent of what he said was metaphorical. He likened, for example his lack of freedom to a bad check that "America has given the Negro people... a check which has come back marked 'insufficient funds'" (Duart 2012, p. 81).

One should give effective presentations to connect with one's audience (OP). One should indeed inspire action and engage the audience. Note that people love to talk and make their views and opinions heard, but the nature of presentations can often appear like a one-sided proposition. Yet it does not have to be.

One can ask the audience what they think; and one can also invite questions and suggestions; and other means of welcoming audience participation can boost engagement while making one's attendees feel like a part of a conversation. It also makes one, the presenter, seems much more approachable and relatable.

If one is conducting a training session, then do involve the audience with role-plays or skits. It should not be pedagogy or sage-on-stage style, but more of applying adult learning style. Or indeed to be persuasive, one needs to apply the andragogic style and ways. Break the audience into various groups or teams and have team workouts and discussions.

Even if your presentation is packed with useful information, if your delivery bombs, so will your session.

Warning: Do not use fillers—all the "ahems" and "ums"; these fillers can be annoying, if not irritating. Then again, it is also about turning lemons into lemonade—just as some authors, for example Shapira (2019) thought that one can take advantage of fillers. There are times when they can be helpful—if one uses them strategically. First, they are helpful when one needs to be diplomatic. If one wants to soften one's message, perhaps to give someone delicate feedback, a hedge word like "just" or a phrase like "We may want to consider" can be an effective shield or cushion. Second, filler words can help one holds the floor. If one is in a meeting where people interrupt the presenter, a well-placed "so" can ward off interruptions while the presenter transits to his or her next thought. And finally, a "well" or "actually" can help one break into a conversation. Just make sure one is not cutting someone off mid-sentence.

And yes, the presenter needs to be entertaining too; and in training people, one needs to indeed be an entertainer. This author finds that including some humour and light-hearted stories, visuals and slides is a useful way to help the audience (OP) (and yes, even myself) feels more relaxed and comfortable, especially when presenting the audience (OP) with much information. Nonetheless, it is important to

maintain a balance—after all, one is not performing a stand-up talk show, and people didn't come to one's presentation with the key intention of being entertained. That said, don't be afraid to tell a joke or two, as long as it is a clean and non-insult joke where and when possible. If one is not sure about whether a presentation is "too much", run through it for a couple of close friends and ask them to tell it to one straight.

And finally, one needs to make the ending of one's presentation powerful.

One's "ending should leave your audience with a heightened sense of what could be – and willingness to believe or do something new" (Duarte 2012, p. 73). Show them that taking action will be worth their effort, and point out to them the benefits—what needs of theirs will one's ideas meet? Tell or better still show them also how will one's ideas help the OP/audience's peers/direct reports, customers/friends and/or contacts and associates? Also, show the benefits to the world—How will one's ideas help the people? How will they improve the people's welfare, well-being or help the environment/nature?

4.1.14 Before You Present Your News, Think of the Delivery

Yes, many of us too have to deliver news. And at work from time to time, one also has to deliver bad news; and few like to deliver it. Research shows that people hearing bad news do certainly "shoot (kill) the messenger", which means you should be careful about your delivery.

Often as a leader and manager, one has to give feedback to one's staff; and sometimes these include giving negative feedback or bad news.

In terms of the process, Van Edwards (2017) spoke of, the need for the deliverer or harbinger of news to "stay positive". And giving the example of Pixar, she explained as follows:

Pixar, the animation studio, has mastered the art of sharing bad news without letting it hamper creativity. As part of their filmmaking process, Pixar's leaders put their teams through several rounds of in-depth critique sessions. But rather than focusing on work that isn't up to snuff, team members give critical feedback on the potential areas of improvement. This makes it easier for the creators to accept negative feedback, because it is not viewed as a personal attack on them. There is science behind this. Researchers have found that when people hear negative information presented with a positive tone, they do not react as defensively as they do when they're given the information with a negative tone.

While taking note of the tone of one's voice, when giving feedback, one needs to also be focusing on the facts (Van Edwards 2017). Here, researchers have found that the most effective negative feedback is supported by provable or showable reasons for it. The benefit of using facts to deliver bad news is that it makes the news or report less emotional. For example, if one has to tell one's team that one's company lost a major client and needs to make budget cuts as a result, to the extreme extent possible identify practical reasons why the client left and outline what is going to change moving forward. This keeps the conversation action-centred and avoids depicting the news as a personal loss or a betrayal of the client.

When you have to tell someone information they will find unpleasant or disagreeable, do attempt to convey that you are doing it to help them. For example, preamble or introduce it with a statement like, “I know that what I’m about to tell you isn’t what you hoped to hear, and I wanted to let you know so that we can work together to find a solution”. Interestingly, Molinsky (2018) highlighted that one should “be direct, but also as compassionate as you can be”. “You don’t want to sugarcoat bad news, but you also don’t need to be cold or robotic in delivering it. Get right to the point; explain the rationale; leave no room for misinterpretation; and be calm, present, and as compassionate as you can possibly be”.

And yes, this author agrees to this; I want to underscore this process point: one should and needs to show that one cares for the OP. What more, this process also makes delivering the news a two-way conversation, an exchange rather than a frontal attack.

If the OP senses or feels your good intentions, they will be less likely to take their negative feelings out on you. And when you need to deliver negative feedback, try beginning with some positive feedback, which can make the OP more receptive and open. One might also say something like, “I’m telling you this because I see your potential and I want to help you learn (grow)”.

Molinsky (2018) also pointed out the place to deliver the bad news. He spoke of, “mak(ing) sure to deliver the news in a place that is private, minimises embarrassment, and allows the other person to maintain their dignity. But at the same time, think about your own safety and well-being as well, because difficult conversations can get emotional very quickly”.

One also needs to help one’s people to get better. After one delivers bad news, assess the recipient’s reaction to decide whether they have a growth mind—basically, a belief in their wanting to learn and their own ability to grow and make progress. Someone who does will be encouraged or motivated to improve the situation; someone who does not will act beaten. If the person is beaten, reassure them with specific reasons why they can bounce back from what occurred, and offer them precise or clear ideas for doing so. And then check back regularly. Your people will likely need some time to recover from the initial shock. And if you stick with them, they will come around.

4.1.15 Apply Agendas (Discussion Items) as a Process Aid

Religious traditions and selfish agenda are laid aside when we are poor in spirit.—
Sunday Adelaja

The challenge is to stay cool enough to handle the pressure in the moment so that you can
succeed in the future.—Jurgen Klopp

Pressure can burst a dam or can create a diamond.—Kim Cheng Patrick Low

Agendas make it clear what the action items are and who are the responsible persons. This allows attendees and negotiation parties to leave meetings knowing

what must be achieved before the next negotiation (meeting). The agenda also allows attendees to review action items at the next meeting and receive progress reports of development or steps forward.

Agendas which can be formal and obvious or informal and subtle are, in short, used to prioritise urgencies and significances in negotiation discussions.

In negotiation process management, when one writes the agenda, one can more effectively lead the conversation. One can arrange what items to discuss first and what to be discussed later or at the tail end. Then again, if one did not write the agenda, one would also often take it that the agenda (items or topics) is (are) not cast in stone, but, that it can accordingly be amended or changed.

4.1.16 How Do You Give Feedback?

Criticism, like rain, should be gentle enough to nourish a man's growth without destroying his roots.—Frank A. Clark

We all need people who will give us feedback. That's how we improve.—Bill Gates

Giving feedback to one's staff is a very important process in persuading him (her).

Not everyone, say, in a business unit or a family business is a top performer. Some family members may feel entitled or authorised, relaxed or complacent; slack off and be an underperformer; others may think they will get a pass for their mistakes. How do you give someone or an employee feedback in such situations?

It is very easy to be critical or to criticise; one, however, needs to appreciate or cherish the individual's strong points, strengths and skills.

And as a leader/manager, one can start the discussion by asking questions that will help you understand how the person sees their work and what they want to contribute, what parts or role they want to play. Listen carefully, and then respond with a kind but unambiguous description of the expectations of their role. Doing this will set the stage for one to offer further comments about their performance. If the family dynamic makes the conversation too risky or uncomfortable; consider having a third party convey the feedback instead.

On the other hand, it may be that the person is not a good fit for their role. In that case, think about where in the company the person's skills would be useful. You may wish to redeploy the person to new tasks. Remember to show respect for the person's ties to the Company (family), while being frank and open about what one expects as their boss.

4.1.17 Practice Is Everything

Practice is everything. This is often misquoted as practice makes perfect.—Periande

Do practice, and have these processes of negotiation as part of you.
Use it or lose it.

And I share the same sentiments as Tony Dorsett; he spoke of, “I’m a strong believer that you practice like you play, little things make big things happen”.

Without practice, a negotiation can feel more like an argument, a self-centred demand or an order, giving and instruction. Without practice, a negotiation can be not persuasive or our words appear sterile and without much convictions. But when you practice negotiation skills in everyday interactions, one starts to see negotiation as a process toward an agreement, rather than an argument, making one feels more comfortable during high rewards negotiations.

4.2 The Content of the Negotiation

If you have nothing to say, say nothing.—Mark Twain

Knowledge is power.—Francis Bacon

The negotiation content is the subject matter.

Know the subject matter well. Do research on it. Look at the pros and cons of particular issues.

Look at the background information. Study the company’s history and key activities. Look at the key people within the company. Also, know the thinking of these people. And look at various angles and perspectives.

Look at:

- !The history of the relationships between the two parties.

- !The sensitivities involved or certain unique issues in the relationships.

- !The people or the teams in the negotiation—yours and the OP’s.

- !The issue(s), the problem(s), the alternative(s) and the option(s) involved.

- !Each party’s position, needs, styles and strategies/tactics.

- !If there is a third party.

- !If you know the third party.

- !If there is a need to involve the third party.

- !How the third party can raise or elevate your technical know-how or give you an edge over the OP?

- !The background and overview history of the case.

- !The merits (benefits) and demerits (disadvantages) of the case; who’s connected to the case, and how they each view the case?

- !What you have learnt from previous interactions?

- !What happened in the past between both parties?

- !What can be the common ground or experiences shared by both parties?

- !What particular negotiations both parties have had in the past?

- !What data the OP needs to have to build a case?

- !What the OP already knows?

- !What the OP needs to find out to build a case?

- !What you already know?

- !What facts/data you need to have to build your case?

- !If there are any laws and/or regulations affecting your topic of negotiation?

4.3 Checkpoint

Think About It

1. "A question is more powerful than a statement." Explain how this might be so.

2. Think of at least three ways of using questions/types of questions in negotiations.

3. How do you use process to enhance or increase the sales of your products or services?

4. Using process, how or in what ways can you create a competitive negotiation climate?

5. Using or managing process, how or in what ways could you create a cooperative negotiation climate?

6. Applying process, how or in what ways can you make your presentation persuasive?

7. Using process, how or in what ways do you deliver news to your OP? And next, how do you break bad news to your OP?

8. How would you negotiate or go about doing this? You approach a colleague about feeling mistreated or you're upset about something (s)he said.

9. How would you negotiate this? You approach a coworker about something (s)he messed up.

10. How would you give feedback to an employee who has made a mistake?

11. This family member employee feels entitled. How or in what ways would you, as a professional manager, give feedback to this employee?

12. Write short notes on your take of “the process of counter-offers”.

13. How would you negotiate or deal with this? A colleague yells at you because of something you said or did.

14. Your own pointers:

4.4 In Your OP's Shoes—OP Needs

In Your OP's Shoes—OP Needs: From now on, I will create and build a conscious effort to hear everything I say through my listener's ears and, whenever appropriate, phrase it from their perspective especially of their OP needs.

Negotiation Case: _____

OP Needs:

4.5 More Exercises and Practices

Respond in a positive manner, build a cooperative spirit and avoid negatives. Reframe or restate the OP's words, giving your positive response.

The OP says, in response to you:

1. "The cost of the design is high/prohibitive".
2. "I don't think our management will agree to this proposal".
3. "We tried something like that before, but it did not work!"
4. "Your preparation (paperwork) appears too complicated. There's no time for all those details!"
5. "It (e.g. the proposed work/project) appears okay, but there are problems in implementing it".
6. "Change is fine, but we failed last time".
7. "You don't understand me".

4.6 Checklist

Yourself as a climate setter, managing the negotiation climate

Think of the various ways in which you can set a cooperative climate.
 Think of the various ways in which you can set a competitive climate.
 Think of the various ways in which you can create a good feeling/ good mood negotiating atmosphere.
 How do you rate yourself as a climate setter?

How effective are you at setting and maintaining an appropriate negotiation climate?

¹Establishing and gaining a feeling of trust and mutual help with long-time customers/suppliers (OP).

¹Proving the benefits of win-win to the OP.

¹Employing positive words to create a positive and cooperative negotiation climate, helping each other to achieve the goals.

¹Using time/timing to manage the appropriate negotiation climate.

¹Using positive body language and place to create the appropriate negotiation climate.

¹Finding win-win trade-offs that benefit both sides.

¹Getting the OP to share short-/mid-term goals.

¹Getting the OP to share long-term goals.

- 'Managing a mutual exchange of helpful information.
- 'Getting the right people involved to enhance a long-term relationship.
- 'Testing or getting rid of potentially damaging assumptions.

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Some Sure-Fire Negotiation Techniques and Tactics

5

*You can learn to negotiate anything.
You can develop or grow any negotiation technique(s) or tactic(s).*

Low, Kim Cheng Patrick

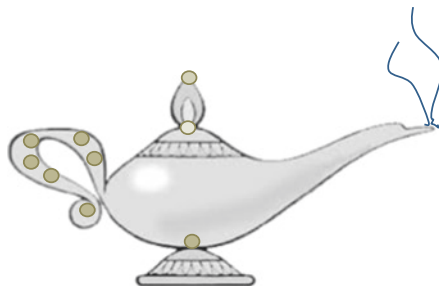
5.1 Introduction

A paramount negotiation technique or general tactic is to ask. “Ask and it shall be given to you”; each of us carries our very own Aladdin lamp. When we want to work with people, to help each other, I see little harm in asking. People will give; they grant us things when we ask. And when we ask, we ask with sincerity and honesty. We ask politely, respectfully and kindly. People are always pleased to help others, but we should do our part by asking. If you ask, you get! If you don’t ask, you don’t get—it’s as simple as that!

Let’s look at some other negotiation techniques. As we move from one to the next, I strongly urge you to think about how you could use each technique in specific situations you were in or will face in your:

- Personal life
- Work situation (Fig. 5.1)

Then, as you enter situations in which you must influence or persuade others, you can pick and choose from this array of tactics to help you arrange win-win outcomes or achieve the relationship way.

Fig. 5.1 Ask ... just ask

“Ask and it shall be given to you”; do note that everyone carries his or her own Aladdin lamp.

Fig. 5.2 The Robin Hood technique

A commodity trader tactic

5.2 Negotiation Techniques and Tactics

1. Robin Hood or Robbing Peter To Pay Paul Technique (Fig. 5.2).

You probably did not realise Robin Hood was a commodity trader. Robin Hood and his band of merry men roamed the countryside in England. While doing this, they bought lambs or sheep from farmers. Then, the peasants only ate lambs. The rich did not eat such “lowly peasant food”.

Since only poor folk ate sheep, Robin Hood and his merry men could buy the lambs or sheep very cheaply. They, then, took the sheep, which they would butcher, to the wealthy sections of the villages. They would sell the lamb meat to the rich villagers. Of course, Robin Hood did not tell them they were buying sheep. Instead, they would market the meat as venison, i.e. deer meat. Since rich people highly valued venison, they would pay high prices for the meat. As a result, Robin Hood made huge profits.

By pulling off such deals, Robin Hood became a commodity trader. Reason: *He would buy sheep and sell deer.*

Or, in negotiating terms, Robin Hood would buy cheap and sell dear. Sometimes we now phrase it as *buy low and sell high*.

Kidding and cheating aside, buying low and selling high typically offers the best way to bargain. Just follow these easy-to-remember routines:

- When selling something, ask for more than you expect to get.
- When buying something, offer less than the asking price.

Perhaps you want to buy a car, and you are willing to spend \$80,000. Would you even consider telling the salesperson you are willing to spend \$80,000? Surely not. If you did, the salesperson would figure \$80,000 is your lowest bid, and you would pay more.

Instead you might say, "I'm willing to spend \$67,000 on the car". Then, you have leeway to negotiate up to \$80,000.

Now, let's put you in the salesperson's role. A prospect approaches you and asks, "How much is that car?" Perhaps as the salesperson you really want to get \$80,000 for it. However, if you say \$80,000, what would the buyer think? The buyer would presume, "Aha!! \$80,000 is the high point of the car's price range. I can negotiate downward from \$80,000".

Realising this may occur, as the salesperson you may say, "The car costs \$83,000". That leaves you room to negotiate downward, maybe down to about \$80,000, nab the sale and help your customer feel he or she landed a good deal on the "\$83,000" car.

As a *guideline*, whenever possible, aim to:

- Bid low when you are the buyer.
- Ask for a higher amount if you are the seller.

Or just remember the axiom of *buy low and sell high*.

You also can use the buy low and sell high approach in organisations. Let's say you want someone to collaborate with you on *one* project. If you believe the person will object quite strenuously, simply ask the person to cooperate with you on *two* projects.

Then, let the person negotiate out of her involvement in one of the two projects. By doing this, you accomplish two things.

First, the other person feels she won, because she negotiated her way out of doing one of the two projects.

Second, you got what you wanted: She agreed to work on *one* project. Using this buy low and sell high method produces a result that feels like a win-win to both parties.

Another use of the buy low and sell high approach could occur when someone asks you to manage a project. If you do not want to manage the project, you might propose working on part of the project but not taking charge of the entire project.

This situation illustrates how to start negotiating by offering less than what you feel willing to do. Then, allow the other person to bargain you up a bit. This provides another opportunity for you to benefit from the buy low and sell high technique.

2. Time's on Our Side!

I call the second negotiation tactic *time is on your side*. During a workshop I conduct on how to negotiate, influence and persuade, workshop participants practise negotiating in a number of situations. One involves pairing each participant with another. I give each person a page of information about the situation to be negotiated.

Importantly, each sheet gives different information about the situation. Then, I tell the participants they:

- Have *exactly* 10 min to negotiate.
- *Must* reach a win–win outcome.

Lo and behold, it typically takes workshop participants about 9 min and 59 s to negotiate a win–win outcome!

This result demonstrates a fascinating phenomenon. Sometimes, instead of saying that people have 10 min to negotiate a win–win outcome, I tell them they have 15 min. Question: How long does it take most participants to reach a win–win outcome? Answer: Typically, about 14 min and 59 s.

I have also told people that they have 30 min. I bet you can predict what occurs. It then takes about 29 min and 59 s for them to reach a win–win outcome.

In fact, I once gave workshop participants the exact same scenario, and told them they could take up to 45 min to negotiate win–win outcomes. You definitely can predict how long it took. It took them between 44 and 45 min to reach win–win outcomes.

As the old truism indicates, “Work expands to take up the time”. Likewise, remember when you negotiate that “time (in this case establishing a deadline) is on your side”.

The training coordinator of a large institute attended one of my negotiation workshops. After I discussed the “time is on your side” technique, she said,

“Patrick, oh—that’s so true. When we advertise for a training session, we often get the registrations—most registrations at the 11th hour. People often wait until the last minute—even though we offer very good early-bird discount prices. Often, we set up booths for last minute registrations and the response is relatively tremendous!”

This anecdote shows how work—and negotiating—definitely does expand to take up the allotted time. When you give people a reasonable time limit to wrap up negotiations, they typically use all or most of that time, but they do come to a decision or complete the task. For example, if you negotiate with somebody to finish a project by 5 p.m. on Friday, the person will most finish it between 4 and 5 o’clock. People often wait until the last minute. So you can

make sure people do things on time by giving them a definite, but reasonable, time limit. Use time/time limits to your advantage!

This explains why we often hear threats made during union contract negotiations: “Unless we sign a contract by midnight on Tuesday, we’ll go on strike”. When does the contract negotiation usually conclude? Usually by 11:59 p.m.! If a union says it needs to agree on a contract by 3 a.m. on Wednesday morning, probably the same contract clauses would be agreed on by 2:59 a.m. on Wednesday morning.

So set reasonable time limits when you negotiate to build a more cooperative atmosphere between both parties. When you give a short deadline, that can be a pressurising tactic, you are building a competitive climate; it forces the other party (OP) to succumb to your terms or come to an agreement.

3. Stall for Time or Buying Time

Stall for time can also be another negotiation tactic. Let the OP wait. You can say you need your superior’s approval—your hands are tied—before you can proceed. Buy time, delay—ask questions or request more information from the OP.

Beware of your OP’s attempt to stall negotiations. Your OP may try to put off your talks or a settlement if he feels there is something to gain by buying time so as to put pressure on you. Faced with this, try real-world incentives for pushing ahead and these include the end of the fiscal year, an impending trip abroad and impending training. Here, you create a sense of urgency by resorting to outside, immutable conditions that your OP will have trouble ignoring. And you’re also showing that you are working cooperatively with the OP.

4. Brainstorming

Another negotiation tactic is *brainstorming or the teamwork approach to negotiation*. This works well when:

- The negotiation seems friendly.
- Both sides understand each other and each other’s needs.
- Both sides want to come up with creative solutions.
- Both sides work cooperatively.

You could say to the people you are negotiating with, “Let’s brainstorm. Let’s conjure up creative, innovative alternatives or options”. This technique can also be called the “crossroad” approach to negotiation, as more options are open for the OP to choose.

Follow through by encouraging everyone to come up with ideas as you write them all on a flip chart. *Warning:* Do not let anyone criticise anyone else’s ideas during the brainstorming session. *Reason:* Remember the last time you came up with an array of creative ideas and someone criticised them. What happened to your level of creativity? It probably dropped to rock bottom. Why? Because when people are criticised when they come up with ideas, their creativity level shrinks. They become self-conscious.

Useful tip: When you lead the brainstorming session during your negotiation, ask lots of open-ended questions to elicit creative ideas. Open-ended questions prod people to think about potential alternatives.

5. Tom Sawyer or the Getting Participation and Involvement Technique

Another negotiation technique is the *Tom Sawyer* technique, mentioned in Chap. 2. Get and receive the cooperation of others. When you want to persuade someone to work on a project, find a facet of the project the person would enjoy doing. People are always more motivated doing something they enjoy than doing something they don't enjoy. *Tom Sawyer had the right idea.*

Go get along—and why would you want to counter such a nice, cooperative tactic?

Caveat: Be wary that you are not being conned into something you will regret. You need to have enough information and base any decisions only upon total or maximum disclosure of information.

6. Good Guy/Bad Guy Technique

This technique can be used, especially when conducting a team negotiation. It is also called the Dr. Jekyll and Mr. Hyde tactic.

One of you can play the good guy selling the benefits and the other the bad guy pretending not to like the product, feigning to walk away not wanting to buy the car. A husband and wife team makes a good “good guy/bad guy” team tactic! The aim is to get the OP to satisfy some requirements of the bad guy and the good guy can at times play a “bridging” or a middleman role.

7. The Fait Accompli

The next negotiation technique is *fait accompli*. (It's done and for this reason should be accepted) In French, *fait accompli* means accomplished fact, a “done deal”. It is “a given” or something that definitely will occur. The fait accompli persuasion technique quickly gets someone to do what you want him to do.

How? By stating what you want to be done and when you want it as though it were “a given”. If you do this right, you should get what you want.

For example, let's say you want someone to finish a project and it needs to be finished by the tenth of the month. You can say to that person:

“Here's a project we need you to complete by the tenth of the month. What are your ideas for how you can complete it by then?”

Notice that embedded in the first part of this statement—“Here's a project we need you to complete by the tenth”—is the phrase clearly implying the person *will* complete the project by the tenth of the month. After that fait accompli statement, you just need to ask an open-ended question—“What are your ideas for how you can complete it by then?”—to help him conjure up how he will complete the project by the tenth of the month.

Warning: You might use the fait accompli technique with somebody one, two or three times annually. However, if you use it more often, many people will object. Or consider it a win-lose proposition. So, use the fait accompli technique when you *absolutely* need something done *and* less assertive methods fall on deaf ears.

Counter tactic: Always remember what's done can always be, so to speak, undone. Nothing is non-negotiable. Nothing is fixed. Don't accept a fait accompli.

8. The “Higher-Authority” Technique

This enables you to get out of a negotiation session diplomatically when you cannot manoeuvre the other side into focusing on anything but a win–lose or lose–lose outcome. Using the *higher authority* tactic helps you save face as you slip out of the negotiation session. The Red Russians used to previously deploy these tactics against US negotiators.

In using this method, you could declare, “Before I can commit any effort to that project, I need to get my boss’s OK. However, he’s out of town until next month.” Or, “I have to get permission from the department managers involved, they are the experts and I need to get their views too”.

Such a statement conveys that before you can reach a final solution, you need to talk to someone who may *not* be readily available. When you invoke the “higher-authority” or “Mother may I” technique, be certain the person with whom you claim you must speak won’t stroll into the room minutes later!

Here’s another “higher-authority” gambit you can use. You might say to a salesperson, “I can’t agree on the price you want until I talk to my boss/partner/spouse/colleagues/co-workers”. Again, the gist is the same. You claim you absolutely must talk with somebody who:

- Just happens not to be there.
- Is hard to reach.

This tactic lets you exit a lose–lose or win–lose situation and gives you time to modify your approach and return with a negotiation strategy that, hopefully, generates a win–win outcome.

9. The Back Burner Tactic

The *back burner* routine helps you avoid discussing a topic you prefer not to negotiate at that particular moment. When you negotiate, you usually want to negotiate topics *you* consider most important first. Once negotiations on those issues are complete, you may be willing to negotiate or discuss other topics.

One way to do this is to say “Let’s put or park that topic on the back burner until we agree on these other issues” to someone who raises a topic in the middle of a negotiation session that you prefer not to discuss. By the way, “these other issues” might be those points you want to discuss.

Here’s another way to employ the back burner technique. When the OP tries to bring up another topic, you could say, “Yes, that’s an important topic for us to deal with, and let’s do it. First, let’s tackle the matters currently on our agenda”. Those matters happen to be the topics you consider most important.

10. The FBI Technique (Short-Term Tactic)

Never use this negotiation technique with anyone:

- Who works in your organisation.
- With whom you want to have a warm relationship.

It can easily foster a win–lose or lose–lose outcome, unless you do it right. This technique uses power negotiating and is called the *FBI* technique.

In an FBI-type interrogation, two investigators grill one person. One investigator acts nicely, friendly, and warmly. The other acts bad, meanly and viciously. Put another way, one interrogator acts like a “good cop/good parent”, while the other one acts like a “bad cop/bad parent”.

What happens is that the person being questioned—or, in our case, negotiated with—is eager to do almost anything to get the attention of the investigator who seems nice *and* to avoid confronting the mean questioner.

When should you use the FBI negotiating ploy? Never with people you work with. Use it with vendors or salespeople to help you negotiate price concessions but not with your suppliers with whom you want to establish close/long-term relationships—the total quality management sort!

When I present the FBI technique in my negotiation workshop, some participants ask if it automatically sets up a win–lose outcome. If done improperly, it could. However, keep in mind, the reasons why you chose this technique: you use it to win price concessions from a vendor or salesperson. The salesperson entered the negotiation with one *primary goal*: to sell you something. Your *primary goal* is to get the best price. Therefore, if the salesperson makes a sale and you get a better price, both of you achieved your primary goals. That definitely sounds like a win–win outcome.

11. The Ultimatum

The next negotiation tactic is *ultimatums*. At times people may misunderstand this. I said earlier we need to aim for win–win outcomes, and we can arrive at win–win outcomes with the types of ultimatums described here. However, this is an aggressive negotiation strategy.

Ultimatums can prove useful when you want to:

- Make the other side give in.
- Call your OP’s bluff.
- Effect a competitive style.

You have to be careful that when you present an ultimatum, you follow through. You can’t back down without losing face or getting a bad reputation.

For example, with a salesperson, you might use this ultimatum: “Either sell us the equipment for \$10,000 less, or you can forget about selling it to us at all”.

Here’s another way you can use an ultimatum. You might say, “If you do not accept this agreement, then we’ll need to call off even trying to reach an agreement”.

A boss may say to her staff, “Either you agree to improve your job performance in the four ways we discussed or I will have to let you go”. That is a clear ultimatum. If the employee wants his job, then this ultimatum—although creating tension—could result in a win–win outcome.

The major problem negotiators create for themselves with ultimatums is they fail to follow through.

Remember:

Prior to giving someone an ultimatum, ask yourself, “Can I live with it?” If, for instance, you make a “final offer” and the other side does not take it, you are obliged (unless you’re willing to lose face) to call off any possible deal. So before giving an ultimatum, ensure that you can get the services or products from someone else. Otherwise, you could be seriously burning your bridges.

12. Acting Crazy

Visibly show your emotional commitment to your position—put on a good show. This increases your credibility and may give the OP justification to settle on your terms.

13. Get a Prestigious Ally or Associate with a Star

He or she can be a person that has some influence or it can be a project that is prestigious. You try to get your OP to accept less because the person/object he or she will be involved with is regarded as “prestigious” or a star performer.

You can also bandwagon and associate your company/yourself with a star. Get testimonials from your satisfied clients to show to your prospects. Here, you need to make sure that what you promise is important to your customers. Make your promise specific, talk benefits—dollars saved, costs cut, time elapsed and many other factors that suit your customers’ needs. As used in advertising, testimonials and helpful information usually work well when they come from recognised experts in well-known companies.

14. The Well Is Dry

Take a stand and tell the OP you have no more concessions to make. Here, the buyer can claim that his company’s funds are low and therefore seeks to have the purchasing prices reduced.

15. Whipsaw/Auction

Let several competitors know you’re negotiating with them at the same time. Keep them all waiting to see you.

16. Wet Noodle: Dampen the OP’s Spirit

Give no emotional response to the OP. Don’t react to his pressure or force. Sit there like a wet noodle and keep a poker face.

17. Be Patient

Outwait the OP and you’ll probably win big. The Japanese are good at this; learn to practise patience when it comes to negotiating with others.

18. Trial Balloon

Float a trial balloon. This enables you to test the reactions to your decision.

19. Play the Devil’s Advocate/the Angel’s Advocate

You play the devil’s advocate by arguing against the OP’s proposal. You may say to your OP, “Before I say yes, perhaps you will let me look at all the bad things that could possibly happen if we did what you want”. This allows you to show the OP your better way of achieving his or her objectives without directly opposing the OP’s viewpoint.

You can also play the angel’s advocate by arguing against the OP’s proposal. You ask, “Before I say yes, perhaps you will let me look at all the benefits of your proposal”. This enables you to review the merits of the OP’s proposals

before you decide to accept it. Here, you have a chance to review whether the benefits offered to meet your goals.

20. Split the Difference

The person who suggests this has the least to lose. It is a move to settle and get things done.

21. Wince or Surprises

A drastic, sudden shift on your part can put the other side off-balance. Never be predictable—keep your OP from anticipating your move.

You can also be cooperative by changing levels, such as moving from the official level or position to a more personal level. You can say to the OP, “Okay, let us go off the record. Personally, this is what I feel ...” or “I’m talking not as your manager but more as a friend and these are my ideas on the issue ...”.

22. The Disappearing Act/Vanish: An Ideal Technique when Only you Can Make the Deal

When used properly, the *vanish* technique forces the other side in a negotiation to run after you before a final agreement can be reached. *Warning:* Use the vanish technique only if your presence in a negotiation session is at least 150% needed. Unless you—and only you—are needed to reach a negotiated outcome, do not even consider using the vanish technique.

One way to use the vanish technique is to be deliberately late. If there’s a negotiation session scheduled, make sure everyone else has arrived, then show up for the meeting. This makes everyone wait for you. Next, leave quickly, before any agreement is reached. They cannot reach a solution without you. Since you’re 150% needed, they must run after you to set up the next negotiation session. Since you are essential to the negotiation, they will:

- Run after you.
- Schedule the next negotiation session at a time convenient for you.
- Keep the negotiations as brief as possible so you will not vanish again.

The *disappearing act* tactic is great if you’re buying a fridge, a car or anything that costs a small fortune. Here’s how it works. Once I really wanted to buy a particular fridge. I made the salesperson spend over 3 hours with me without ever agreeing on a price. Finally, I said, “Forget it”, and started walking out of the shop. The salesperson waited until I had opened the door, and then he actually ran to ask me to come back in. I did, and we spent two more hours wrangling. I still did not budge a cent on the price I offered.

Finally, I told the salesperson he could keep the fridge, and I walked towards the door. The co-owner of the fridge dealership ran to block the door. He pleaded with me to stay. We spoke, and 10 min later I bought the fridge—without spending more than I had the first bid.

This *vanish* technique produced a win-win outcome. The electrical shop/dealership needed me 150%. Without me, it would not sell a fridge until another interested buyer walked in. Of course, the dealership had no idea of when that might occur. In contrast, I represented a real prospect who had

already—purposely—taken up hours of their time. As a result, the dealership had a huge need to sell the product to me.

The dealership won, since it made a sale. I won, because I purchased the product I desired at the exact price that I was willing to pay.

23. Backscratching or Helping One another! The Oldest Technique in the Book

“You scratch my back and I’ll scratch yours” is probably the oldest negotiation technique in history. Asians use it often; the Indonesians call it *gotong-royong*. It virtually ensures win–win outcomes, mutual gain and continued good relationships among those involved. The key reason backscratching is not used more is because many people feel that you should not ask for a favour in return for a favour.

In contrast, the high achievers and peak performers I studied were ready, willing and able to ask someone to return a favour. These winners use such backscratching when they negotiate or need to influence someone.

The backscratching technique is simple to use. You could say to the person you seek to persuade, “Remember ___ (the favour) I did for you sometime back? I need your help now. I’d really appreciate it if you could help this time round?”

24. Salami Slicing or Nibbling

Don’t go in one big bang. If you ask in one go, you would frighten the OP with seemingly many demands. Do not ask in one go, but ask bit by bit. Inch by inch, it is a cinch!

25. Putting Yourself in my Place

The union leader said to the management representative, “I see you have got problems. But put yourself in my shoes—my people have had a pay cut. We’re really up to here. We’ve really taken a lot of pain in the past 2 years. They’re hurting and I’ve got to deliver. If I don’t, I might be downsized by my own people and I can’t guarantee you’ll get such a nice person as me next time”.

This is a very cooperative technique. Like being needed to debate a viewpoint with which you (first) disagree, it is remarkable how such an experience changes your perspective—not reversing but enlarging it. The adversarial visor and ritual of negotiating often mean that we become or are not very interested in the OP’s interests and motivations. However, if each party puts itself in the OP’s place, then each will understand the other better and both can work together.

26. Ask for Sympathy

In a tough situation, if all else fails, get help. Plead for leniency.

Appeal to your OP’s sympathy. Make an appeal to your OP’s sense of fair play and decency. If you have a special need, an urgent cash requirement, an illness or a deadline and if you assess that your OP is not lacking in compassion, make the situation known and appeal for his or her consideration. This tactic is not without its merits. Put it this way, if you are going to be beaten anyway, you might as well try this last act of desperation. Your OP, having the satisfaction of seeing you admit defeat, may spare you to impress you further with his magnanimity.

27. It's my Fault! (Italian: *Mia Culpa*)

Here, an apology is used as a negotiation technique, turning weakness into strength. It is related to the "putting yourself in my place" tactic.

An apology can be of low cost to you and of high value for the OP even when you do not go so far as to acknowledge personal responsibility. In fact, it can be a good investment; such a display of honesty can do wonders in building trust. It shows that you are willing to admit your mistake; this tactic can be a deflator of aggression and/or revenge feelings held by the OP.

28. Pilot Studies or Trial Runs

Salespersons can get their customers to cooperate with them by their buying/using the products on trial before making further purchases. Similarly, this technique can be a useful way of producing an action-oriented compromise when few or no data exist as a basis for agreement and final agreements will not be made until data are produced. Both parties work to specify the trial schedule and duration and establish the experimental standards.

After the trial period, both sides sit down to gather evidence from the "operations" and renegotiate. A decision is then made to adopt the new methods or revert to the status quo (as it is). This tactic can also be applied to managing change within the company, having a trial run first in selected company operations or departments before implementing the company-wide change.

29. Share Information and be Open

Sometimes, some OPs (buyers/sellers) will give misleading information about quantity, quality, credit and so forth. If you are suspicious, say that your company routinely checks relevant facts before making a final commitment. Then do the necessary investigation before finalising the deal.

Here, I do not agree with using this technique, that is giving misleading information, as it is a really short-term tactic. Sharing information is more apt as it is both a long-term tactic that builds relationships. If you're open and genuinely show you care for the OP, the OP will, in fact, respect and appreciate you for that.

Buyers/OPs may sometimes tease and/or put you/your products down. This is best met with objectivity. Remember you are there to get a sale, not have fun. If the abuse is bothering you, there is nothing wrong with letting your preference be known, politely and professionally, of course. Remember, however, that the best way to "get even" is to prove to yourself that your selling and negotiating abilities are unaffected by the abuse.

30. Be the Expert or the Authority in the Field

You wield much power and personal influence. Read, study and work to be an expert. Being an expert in your field gives you influence and that is a more lasting selling point. Increase your knowledge and experience power! It helps you and your OP to work well together too!

Have the necessary information and know the necessary people. People will ask you if they believe that you know.

31. Bring in the Experts (Fig. 5.3)

If the OP is (or has access to) an expert, be careful not to be swayed by one's natural deference to expertise. Be open to the information provided but emphasise your expertise as well. If need be, bring in your own experts too.

Fig. 5.3 Bring in the experts ... and make the experts work for you. Ask the experts for information you would usually have supplied yourself



Negotiate cooperatively. Make sure that the OP's experts are experts for your products and then make use of their expertise to support your presentation, asking them for information you would normally have provided yourself (Fig. 5.3).

32. The Humble Paddy Technique

This is very much an Asian technique or way. Unlike the long grass (*lallang* in Bahasa Malaysia/Indonesia) that stands tall, the paddy, though bent low, is loaded with rice grains. Don't brag, be quiet. But make your own achievements, and let your results and how good you are speaking for themselves.

In your own quiet way, you raise your reputation and become your own walking product. Convincingly show the OP that you really mean business. Always reliable, you/your company deliver/delivers your promises. This long-term tactic works well in customer excellence and service recovery situations; it wins great customer loyalty.

33. Use Humour

This tactic, often forgotten, helps lighten the tension or reduce the seriousness of the matter. Create laughter, tell a joke or recount an amusing story. Laughter can be a good medicine; humour soothes things and relaxes people. It is also useful in breaking deadlocks.

34. Promote Positive Benefits for the OP

Associate the settlement you propose with positive benefits for your OP. These include increased sales, greater prestige and improved business.

35. Argue Special Cases

Remember Coco Chanel's words, "In order to be irreplaceable, one must always be different", hence the strategy of arguing a special case for yourself. Say that your case is different and requires a premium. Your product is not a shelf item, it is something specially customised, deserving of a more favourable response from the OP.

36. Be Persistent

"It's me again!", "Don't take no for an answer" or simply practising active patience works; it's pure power and it's like carbon is to steel. The person applying persistence may be able to withstand all counter tactics—stalling for time/delay—and simply be the one left standing.

37. Never Criticise or Reject your OP's Position out of Hand

Listen politely and nod your head when your OP is making his or her pitch. Offer verbal encouragement as he or she speaks—all the "ahhs" and the "uhhs",

showing you understand (even if you don't agree). Then when he or she has finished, don't slam your OP with reasons why his/her offer is unworkable. Instead, mention the points you agree with and how they fit into what you are offering. Denouncing the OP outright makes the OP defensive and leads to a tug of war, not a settlement.

38. Inflict Injury on Oneself to Win Trust

This strategy is based on the proposition that people tend to feel sympathy for others who suffer misfortune.

In fact, some street performers practise this strategy in a rather crude way; they swallow daggers and stick nails through their nostrils before passing around their collection bag among the onlookers.

Chinese students demonstrating in Tiananmen Square in 1989 boosted their movement by inflicting injury upon themselves, going on a hunger strike. The world then saw the drama of students fainting, and ambulances and medical workers rushing to the scene, and this provoked an outpouring of public sympathy.

Sometimes, our relationships with others are, in fact, enhanced by injury. Your spouse may grow more tender if you fall ill. And children too may abandon their usual self-centred way to respond to the difficulty when someone they love is in trouble.

39. Give the Silent Treatment

This can be a competitive tactic. Salespeople note that some OPs (buyers/sellers) may play dumb, not responding or participating and giving you the silent treatment. On your part, respond by staying cooperative. Ask or use probing questions to bring them out. And don't let their silence rattle you into saying anything you would not have said otherwise.

40. Credit where Credit Is Due

When negotiating, we need not be stingy when giving credit to or praising our OP. We only increase our influence by doing so.

Matsushita once said, "A leader must never stint on giving praise when it is deserved". Everyone likes to be praised, and nothing makes a person feel so alienated as work that goes unappreciated. Praise gives the recipient pleasure and boosts his or her confidence. It makes the OP accomplish more the next time, and acts as an incentive for development.

41. Share Success Stories

Don't brag! Just share success stories with your OP. Open with "Most of our customers tell us ..." or "Our clients speak of us as...". Such stories lend support to third-party testimonials and bolster the "associate with a star" technique.

42. Balance the Team Members

There may be some or frequent times when the negotiation needs more than one person on your team.

An effective negotiator balances his or her team members carefully. Whoever is involved, they are experts in some forms, are responsible and contribute accordingly. They should also know what they could contribute when drawn in and should be a team player.

43. Keep the Whole Package in Mind

Price should only be one of the several considerations or ingredients involved in any negotiation. The effective negotiator keeps the whole package or deal in mind. And the whole package includes the price, product or service itself, profit, quantity, product functions/benefits and non-price items, which are actually indirect costs too. These indirect costs include delivery, warranty, clearance of existing stocks and payment options.

44. Towards the Greater Good

Finally, one last but not the least important tactic. As leaders, when negotiating, you can achieve more when you look beyond small differences of opinion. You need to avoid becoming preoccupied with immediate concerns and minor details and take the long view instead. Never stop asking yourselves what the key issues are and aim to do right. Try to put the whole situation in perspective and be willing to disregard small differences for the common cause.

History has seen many examples where opposing factions or parties set their differences aside; they joined forces for the sake of national interests and unity. The country would then not be subjugated to the stronger influence of foreign powers. For example, in Japanese-ruled Malaya during World War II, anti-Japanese British forces and communist elements formed Force 136 to fight against the Japanese.

5.3 The Dangers of Verbal Agreements

Beware of verbal agreements. Samuel Goldwyn, the founder of Metro Goldwyn Mayer film studios, summed up the value of a verbal agreement when he declared, “A verbal contract is not worth the piece of paper it’s printed on!” The movie tycoon’s insightful remark points out a basic fact: verbal agreements are often worthless.

For agreements where large amounts of money change hands, it is usually best to make a formal written agreement or contract. That minimises future conflicts. It leaves few, if any, questions about exactly what the parties agreed in terms of:

- Goods or services to be provided.
- The fee for these goods or services.

On the other hand, you would appear terribly bizarre if you convinced someone at your company to work on a project, and then said, “I want you to sign this agreement or contract to do that project”.

However, if you need assurance that the person will not back out of the verbal agreement or will live up to the agreement, you still can do something. After agreeing with your co-worker about precisely what she will do, write a memo to that person detailing the agreement. In the memo spell out the who, what, when and where to which that person agreed. Then, send the original memo to the person and “c.c.” (carbon copy) the person’s boss, colleagues, co-workers or anyone else who may have an impact on her working on that project.

When the person receives your memo, a few things happen. First, she sees what she agreed to in writing. Second, if you misunderstood the agreement, she can call you (or write a memo of her own) to set the record straight. Third, by sending copies of the memo to others, there is pressure on her to carry out the agreement, since her boss, colleagues or co-workers will notice whether she does what she agreed she'd do.

5.4 How to Negotiate like a Child?

Children make your life important.—Emma Bombeck

A person's a person, no matter how small.—Dr. Seuss

Here, from the outset, it should be pointed out that ordinarily when someone asks you to think, (s)he expects us to think logically—the left-brain way, what (s)he forgets that there is another type of thinking called creative thinking, the right-brain way. The successful negotiator surely needs an armory of techniques and tactics, and (s)he needs to be creative and continuously expand his or her range to be effectively flexible and successful when negotiating. This is where (s)he can learn from the way of the child. More so, nowadays, being a parent and raising a child often requires the same skills as delicate negotiations in the corporate minefield (Tsang 1995).

In most ways, when the boy (girl) is small, one can see the man (woman). The aim and objectives of this chapter are thus to examine several key ways and in particular, core techniques as gleaned from children, in which a negotiator can wisely or smartly apply when negotiating with other parties (OPs) at work or in business. Several counter tactics are also suggested should OPs apply such tactics or techniques. Here, it is also hoped that readers will gain some useful negotiation lessons and tips.

From the interview inputs of forty-three (43) parent-negotiators (gathered during the period from 16 January 2006 to 17 March 2009; Low 2011), the following techniques and tactics are gathered, and they are found to be commonly used by children (in this order). [Here, the direct and indirect counter tactics will also be discussed]:

5.4.1 Present Yourself as the Little Child, or Better Still, an Orphan in Need of Help

Adults are just outdated children.—Dr. Seuss

Alder (2006: 91) speaks of this technique—“be needy”. Children often need the help of adults. They are often able to position themselves well to win negotiations because they need adults. The adults (parents) have to help them buy clothes, feed

them and make their beds. That's the nature of childhood particularly so for younger children. They just can't do that much for themselves. They NEED HELP.

And what more, "most time, children are completely transparent about what they want" (Alder 2006: 65). They just ask directly what they want, and should we too do the same thing. Interestingly, the study has shown that "children like to ask"; "They ask many questions to help themselves". (Input of the majority, 86.04% or 37 respondents.) From the above, what then are the negotiation lessons that can be garnered?

Firstly, yes, we should ask. Before and during negotiations, it is good to pose questions. Secondly, ask directly. Ask well. And ask politely. Ask in a cooperative manner. Thirdly, if one asks, well, expect too that the OP would ask one in return. "Asking thus begets asking" (several respondents' input), and can be used as a counter tactic. Yes, ask for OP's assistance; we are in need of help too. Fourthly, applying the same tactic back is a negotiation option, once the successful negotiator can identify the initial tactic. Interestingly, all these also coincide with Low (2010) and Hawkins and Hudson (1990), that is asking a question is always an option as a counter. And this leads to a slight variant of this "in need of help" technique, that is, request for participation.

The negotiator can also request for participation from the other party (OP) to resolve the issue. Ask the OP on his or her advice on how to comply with his or her demands (Hawkins and Hudson 1990: 102). Get the OP to help and work together so that all parties get what they need. It is good to find a common purpose, and stress on the common ground of all parties involved (Low 2010; Hawkins and Hudson 1990).

It is worthy to note that the other parties normally wish to help or assist for, after all, they feel good that they are doing something good. "People feel better about themselves (this is the enlightened view of humankind) when they can help others; people feel superior and more potent (the cynical perspective) when they can show that they're more capable or knowledgeable than others" (Alder 2006: 92). In whatever the case, the heart is happy when it beats for the others; it's applying the power of nice (Low 2010, 2002), and gaining for oneself and the OP, a win-win for all. Besides, when we are faced with conflicts, kindness is the oil that takes friction out of life; thus, it is mutually satisfying as well as good feeling about to enter into negotiation with the view to help ourselves as well as to help others.

5.4.2 Appeal to Sympathy and/or Act Forlorn

This author believes that in a difficult situation, if all else fails, get help or assistance. Simply plead for leniency.

Children use this technique when they ask to be passed onto a higher grade despite having failed a course. The teacher or the school system may grant the request because it harms the school's overall performance evaluation whenever a child is held back. Large corporations also play the pitiful card with even greater success: In the United States, when Chrysler was about to go under in 1979, its

executives appealed successfully to Congress for bailout loans to save the jobs of thousands of workers and prevent a big downturn in the automobile industry as a whole (Alder 2006: 110).

In Low (2011), several housewife parent-respondents expressed that they, at times, as a counter tactic, “applied the same tactic to (their) children”, asking them, “Please pity mummy, I’m tired after doing the cooking for the family and you”; “Help mummy to pack your toys, put them in the box, please”. Several respondents also expressed that “children also responded well with pleases and thanks”. “Guess it is no difference with adult negotiators”. And this was agreed with the majority of other parent-negotiator respondents, some from the service sector.

“Be nice to your OP—melt their hearts; say the magic words (please and thank-you)—they help” (Several respondents’ input). Certainly, it’s also good to apply, during negotiations, what has been wisely advised in Brown (1991) *Life’s Little Instruction Book*, # 444 “never under-estimate the power of a kind word or deed”. “Skilled negotiators make full use of words” (Low 2010: 73); he speaks of applying positive or cooperative words “to touch base, connect and build common ground with the OP, keeping the discussion going in a cool, cooperative climate”.

5.4.3 Throw a Tantrum or the Stomping Tactic

You can learn many things from children. How much patience you have, for instance.—
Franklin P. Jones

It is true that the loud screamers and stompers get what they want. Should you be known for being sensible and calm, then that one time you throw a tantrum, you will get what you want. Tantrum can evoke fear in OP of oneself, and throwing a tantrum is similar to using a very powerful secret weapon.

However, if tantrum evokes fear in OP of us, then it is not the best negotiating tactic (http://www.how-to-negotiate.com/archives/2009/03/fear_is_not_the_best_negotiating_tactic.html). If you are trying to convince OP, do not shut them down by yelling, shouting or having an outburst. That is not the way to win your point. Moreover, fear hinders communications, making people defensive, anxious and inhibits resolution (http://www.how-to-negotiate.com/archives/2009/03/fear_is_not_the_best_negotiating_tactic.html).

When the negotiator makes an outburst, (s)he gets angry and would not be able to think well, and that would put the negotiator at a disadvantage. Then again, one needs to be careful when using the tantrum—don’t use this fit of temper often lest it loses its effectiveness with your tantrums classified as hot air. And one should always observe this rule: The best is *not* to use it, but if you have to, use it only when nothing else will do.

A slight variant of this tantrum tactic is that of acting aggressively, and this can also be the counter tactic deployed. However, it is doubtful or uncertain if long-term advantages can be reaped by acting aggressively; perhaps it may achieve short-term concession, but it should be highlighted that in such a case, it often strengthens the

OP's resolve or even tenacity to hold out. And that is not helpful to the negotiation process in getting both sides to agree and settle the issue.

Additionally, this author agrees with Alder (2006: 13) that children who frequently have fits or outbursts are more often ignored than anything else. At home, they may get smacked. In school, they would have to stand in the corner of the class; they would be punished. Children know this trick and the best counter tactic is simply to let the child who has an outburst to have his or her rants. Ignore the child (OP); when (s)he is tired, (s)he will cool off. If the other party is nagging, tantamount to throwing a tantrum, just ignore him. When she cools down, she will come to you, and continue the discussion. If so, continue the discussion. If not, leave it to her, she'll be rational and allow her to come to her senses. Another good counter tactic against tantrum (see Fig. 5.1 on the various counter tactics against tantrum) is to praise the good behaviors displayed by the OP, so OP is reinforced to display good behavior when negotiating or dealing with us.

On the concept of countering a tactic, it should be noted that all tactics are counters. Several counter tactics against tantrums to be considered include applying whatever delay one can (Alder 2006: 18), stalling for time, asking for cooling off period to give time to think (Hawkins and Hudson 1990: 103) or being patient, outwaiting the OP (Low 2010: 86). Here, it is noted that more than a virtue when negotiating, patience is imperative. "TIME is the most expensive cost of negotiating"; and patience reduces time pressure (Kennedy 1993: 126).

To counter tantrum, the negotiator can also do nothing (Hawkins and Hudson 1990: 100). Applying the power of pause or silence (Low 2010: 72–73; http://www.how-to-negotiate.com/archives/2009/08/silence_a_power_tactic_in_negotiations.html; Hawkins and Hudson 1990) [embrace and appreciate patience; Low 2009] is also a useful counter although most negotiators feel anxious or uncomfortable, feeling compelled to fill the "gap" (Hawkins and Hudson 1990: 94). Does one have to gather more information or facts and figures? Does one need to check further with others on certain points? Note that tantrums or outbursts are intended to get the OP to capitulate right then and there. They are calculated to get the other party to quickly agree, comply or give in, because they generally cannot be sustained for an extended period of time.

5.4.4 Change the Subject: As you Wish

What is a home without children? Quiet.—Henny Youngman

While we try to teach our children all about life, Our children teach us what life is all about.—Angela Schwindt

"Kids use this practice fairly frequently, but adults hardly ever do." (Alder 2006: 107). Children normally change subjects casually; non sequiturs, illogical connections or arguments come naturally to them.

Switching the subject (or topic) or diverting is the thing to do when the issue at hand is something that puts you in a difficulty. Changing the subject can also be applied in line with delaying tactics as a way to derail negotiations when they're charging full steam ahead to a conclusion you do not want to reach. When posed a question by the OP, the negotiator can divert and move on to another subject or

issue. Indeed, changing the subject can throw the other party off on a tangent that needs to be explored, giving you the time it needs to come up with options that might be accepted.

The successful negotiator has to be on guard, and the key counter tactic here is to stay focused, and draw the OP's attention to the issue at hand. This brings to mind Hawkins and Hudson's (1990: 108) words "merely identifying a tactic and showing you area ware that it is only a tactic, can be an adequate counter". While drawing the OP's attention to the issue at hand, one can also put or allocate other issues on a back burner (Low 2010: 84), a sort of Keep-In-View: KIV list. Moreover, if the negotiation is long-drawn and lengthy with the OP team changing their subject often, then a useful (counter) tactic is to summarize or give a summary of the current status of the situation and recap agreed areas (Hawkins and Hudson 1990).

5.4.5 Take Back What You Have Given to Other Party

All children are artists. The problem is how to remain an artist once he grows up.—
Pablo Picasso

"Yes, children can always 'play' among themselves—"I want it back!" (Several respondents' input; mentioned several times). Although the child may have given another child something, (s)he can always or very often demand or ask the other child(ren) (the other party) to return the gift or item back to him or her. Besides, no reasons can be offered; it's simply "I want it back!"

Look it in another way, it could be the case of "insufficient RAM" as described by Lum (2011: 177). Here, you, the negotiator and the OP reach an agreement, but both parties remember it differently because neither you nor the OP wrote it down. You suspect deception, but it may be a simple case of miscommunication. If this were to happen, then send follow-up memos after meetings as a preventive action, and invite input for clarification. It is also good to make it a practice to jot down agreements in a public fashion—use flip charts, papers, and so on.

Let us now suppose that the OP, say the salesperson says, "So sorry, there is no discount, I cannot give you the 20 percent off and free delivery as agreed last week". On the one hand, the OP is able to get the content (retract or get back what he has given). On the other hand, this is not a good process. It is not a good move as one is not acting in a consistent manner. As Dawson (1992: 78) has rightly indicated that others can be better persuaded by us when we act consistently; indeed others stay or keep away from us when we act inconsistently. Note that people do not trust (total) strangers as they do not know what actions may come from them; they ordinarily trust persons whom they are familiar with, and do not suspect them. They also trust those who display consistent behaviors and actions; they are comfortable and at ease in dealing with such persons.

Moreover, taking back what one has given to the OP is tantamount to winning the battle, but losing the war; it is not a wise move if one wants to build up the OP's trust in one. Since trust is "one of the cardinal underlying characteristics of fruitful

negotiation” (Zartman and Berman 1982: 27), one should think not only of one’s image and reputation, but also consider the issue of trust and one’s long-term relationship with the OP.

Here, the counter tactic can be simply to ignore OP’s request or demand to return what has been given, pretending that it never happened (Lum 2011: 171; Hawkins and Hudson 1990). Another counter tactic, and I would prefer this, is to be direct, highlighting that the fact that the OP has failed to keep up to his (her) words or promise. Cry foul! Shout that a service has become a disservice. If (s)he is a gentleman (lady), (s)he may feel embarrassed or ashamed of his (her) actions; yes, the idea here is to make him (her) feel bad and revert to the promise, the deal or the agreed price (package) as what one wants.

This can be a tactic as well as a counter tactic: Always make yourself BIGGER than your OP in terms of what you stand for. It is critical that as negotiators, we stand tall and OPs and others admire us for our principles, professionalism, values, moral courage and consistent behaviors. (This also gives us soft power—power that lies in attracting others, and making the world a better place. Low 2010c.) When one lives and stands for one’s values, one becomes very influential and well respected. I am sure that most of us, negotiators, are leaders too. If others, for example followers question their leaders’ honesty and integrity, leaders cannot be role models. If this were so, such leaders would have difficulties in motivating, let alone influencing and inspiring their people (Low 2001, 2006, 2010a).

Take Mahatma Gandhi, for example his non-violent values and methods were very well respected within India, and he gained high credibility by leading through example, acting consistently on his values and the principles of peace and non-violence (*ahimsa*) (Low 2010b).

If we are willing to take a stand for our principles and professionalism, especially if it appears we are risking financial loss, it builds trust in the OP/customers, and (s) he (they) love(s) us for it.

Let us now see a business example, let us say, you might sell or market training packages or programs, and you’ve got the courage to say to your customers, “Of course you’d like to save money. And I’d also favor it, if it were the right thing for you to do—but it is not. I know that you won’t be completely happy unless you get the 3-day training program which comes with the trainer’s book and the training follow-up. I’m sorry, this is best value-for-money and investment for your people, but I won’t sell you anything less”. They love you for that! Of course, it will raise a few eyebrows, but if you’ve done your homework and you’re right, you will have power with that customer. If you back down, how are they going to respect you?

5.4.6 Appeal and Win Via Cuteness

I try to look cute all the time.—Sloane Stephens

Confidence is very sexy. You could be not cute at all and have such confidence.—Kirsten Dunst

When you look into a child's face, you have to say yes. When they blink their wide eyes, they look innocent, and you have to say alright to everything. Just like a child, simply act cute and appeal to that cuteness to get things done one's way. However, how can we, as adult negotiators, do that? How can we, as adults, make ourselves cute?

It can also be said that children are often cute, simple and innocent, and we trust them. We may not be physically cute, but we can build our credibility and reliability, walk our talk and up our trustworthiness. And let others trust us; in this way, we can appeal and win OPs through "cuteness", that is trust which is a precious commodity when negotiating with others. One respondent highlighted these, "cuteness as being positively reliable and able to attract the other party's (OP's) 'attention', that is, in building OP's trust of us. The OP should trust us to want to negotiate with us; and it's critical for one, as a negotiator, to be honest and upholds one's integrity. If one lies about the product and service quality when selling the product to the OP; and if the OP suspects and cannot trust one any more, then, one would fail in the negotiation. Even if one succeeds in the negotiations, one's image and reputation would be at stake during the delivery of the product and service as they actually fall short in terms of performance".

Another perspective of looking at and/or deploying the tactic of being cute in negotiations is the often-forgotten tactic of using humor. Humor in negotiations can be cute or the parallel of cuteness as in children. What's critical is that "humor can make it easier for individuals to let their guard down—it can be very humanizing". (Lum 2011: 172). And here, it is useful to note what Dawson (1992: 209–212) has highlighted, that is the majority of us know a funny joke when we hear one, but few of us know what makes it humorous. He then goes on to say that humor comes from five (5) ways: exaggeration, a pun, a put-down, silliness and a surprise; and the best tool of persuasion is witticism ("that spontaneous cross connection of two diverse thoughts"); so, skilled negotiator should indeed learn how to make it funny, practice and apply humor in negotiations to his or her advantage!

Humor really diffuses or lightens the tension; and laughing it off, reducing the seriousness of the matter. One can actually relate an amusing story or tell a joke at no expense to anyone, and create laughter. This can then create a more cooperative negotiating atmosphere between the two parties.

As a negotiator, one can adopt or adapt what children are good at. A child is often regarded as cute and appeals to others. And that cuteness can be the fact that the child is innocent; one Chinese saying has it that, "The heart of a little child is like the heart of the Buddha." Here, the negotiator can be kind, good-hearted and wanting to help others. In this aspect, cuteness in negotiators can also be viewed as being kind-hearted, caring and full of compassion as well as being cooperative and collaborative. And if the negotiator adopts such a stance, OPs would come to him or her. Like a child, others (OPs) are attracted to him or her; (s)he, in some ways, exudes or displays power and influence. It's soft power and is indeed attractive. "How true, a single tree cannot make a forest, and a single beam cannot support a big house" (Low 2010c: 41). In the same way, negotiators when they are collaborative, they are well-liked, easily getting the support of OPs and others.

5.4.7 Simply Cry

Cry. Forgive. Learn. Move on. Let your tears water the seeds of your future happiness.—
Steve Maraboli

“Oh, so pitiful!”, “I pity them”, and “Poor thing!” These were several respondents’ comments and input. Parents can’t stand to see their children be sad. Even more—they can’t stand to see their kids cry; “it’s so sad”. Alder (2006: 21) speaks of this common child’s technique: “Just cry”. Children know they can get away with crying. But even if they didn’t, it wouldn’t matter because crying comes naturally to children. All of us know that this technique, like throwing a tantrum, is part of their nature.

Basically, when a negotiator cries, appearing helpless, (s)he wants the OP to have pity on him or her, and hence gives in.

It is good and appropriate to reflect here. Take a pause because what we need to ask ourselves: Should one apply such a technique? If so, why would one do so? Does it fit into one’s values system? Is it ethically correct to do so? Would it be taking advantage of the OP? And conversely, should one not use such crying tactic? Why? If one were to cry, would it not make one look weak? Or think about it, would it not make the OP wanting to help one? And one is able to get one’s goals? Overall, will it help, in the negotiations, to cry?

A curious but perhaps thought-provoking variant of the crying tactic can also be in the form, instead of crying, perhaps there’s no or little crying but admitting the wrongdoing and accepting responsibility for the mistake while showing that one would like to correct the situation. Then admitting the error or fault can be in a way of crediting or depositing some goodwill to secure the OP’s favorable response or likely assistance; the OP would respect one’s honesty and, in return, respond helpfully. This brings intangible benefits; if one is honest and sincerely admit one’s error, the OP learns to trust one, and that, more critically, establishes an appealing (especially to people-oriented negotiators) plus a solid foundation to the continuing relationships and future negotiations with the OP.

5.4.8 Make a Wild, Frightening Threat or a Cluster of Threats

Silence speaks so much louder than screaming tantrums. Never give anyone an excuse to say that you’re crazy.—Taylor Swift

It should be noted that instead of giving more options, threats are imposed. And threats can be seen as limiting the choices and options to the OP. Certainly, it is a competitive stance. Children, most of them, tend to be centred on their needs or what they want (“I want it, I don’t care! I just want it!”), and here, as an adult, there is a need to unlearn from this tendency, and learn to empathize with the OP and seen from this angle, threats should be avoided unless at the last, last resort.

Worse than “I don’t like mummy (daddy) or I don’t like to stay here!”, children can sometimes threaten to leave home [This is close to giving an ultimatum or applying threats]. They can sometimes scarily threaten to hold their breath till they turn blue in the face, drop dead? Sometimes people will give in rather than wait to see how far the child can go. It is said that this was the tactic Donald Trump used when he wanted to build Trump Tower higher than permitted under New York City’s zoning laws. He said if he did not get the height exception that he wanted, he’d build the ugliest building that he could possibly design, and locate it in a way that would outshine the historic, low-rise Tiffany’s building below. He showed the city planners a repulsive plan. While they may not have been sure he’d really do it, they decided not to risk it and gave in (Alder 2006: 19).

Civic groups or members of the public may also threaten to hold a protest unless the government gives up or hold an election as promised. Indeed, a variant of the scary threat tactic is simply to express the intention to behave in a way that will be detrimental to the OP’s interests unless the OP makes concession. Note that the danger of being able to inflict the threat can be reduced if one implies it, make it supposedly or theoretically rather than state it openly. Then it becomes a paper tiger. And effective negotiators must realize that ordinarily speaking, massive threats tend to be blocked out (Hawkins and Hudson 1990).

Interestingly, this brings to mind Don Corleone’s (Mario Puzo’s *The Godfather*) words “Never get angry. Never make a threat. Reason with people”. This author wishes to add that threats are not to be used as it can generate a lot of bad feelings such as anger, being hurt and others; besides, it sets a competitive negotiation tone or air between the two negotiating parties.

Words, untoward words once spoken are difficult to retract. Moreover, each party may stubbornly retain their positions and dig deeper into their respective grounds, not wanting to retract the threat(s); each fear of losing face, and thus the negotiations may come to a still or a deadlock.

Essentially, it is always good to focus on the key issues, know your needs and requirements, and know (if not, find out) the needs of the OP. Here, it is advisable to not to adopt a zero-sum game, but rather build a common ground, giving the treatment of a win-win situation for both parties (Low 2010) (see Fig. 5.2).

Harvey (2008: 92–93) speaks of enlarging the pie for both parties. For example, when considering your position under time (WHEN?), when can one finalize one’s position, and what is one’s timeline? And when considering both positions, when is the right time for both parties to talk about this and put it into effect? Also, one can consider (WHERE?) where one can be flexible, and where one can be rigid (one’s bottom-line) and for both parties, where can both parties be flexible and are the same things important to both parties? There is a strong need to note that even when a negotiation is purely financial, there may be other issues apart from the price tag, and that includes, for example warranty, repairs or delivery terms (Low 2010; Harvey 2008).

5.4.9 Section Conclusion

Alder (2006: 152) summarizes his book: *How to negotiate like a child* in a single word, it's "imagination". Akin to Alder's (2006) book, this article is about—expanding the negotiator's imagination and his or her ability to innovate, think on the feet, improvise and develop brand new solutions to vexing problems or conflicts. These techniques and tactics indeed need to be creatively applied and put into practice in the business way of life. Finally, the author urges you to think in whatever you can, and sharpen your saw. The skilled negotiator certainly needs an armory of techniques and tactics and expands his or her repertoire to be flexible. And be effective.

5.5 Checkpoint

Think About It

You have just read about several negotiation techniques or tactics. Take a moment to reflect on the use of them.

1. Check the techniques or tactics you'd feel comfortable using in a negotiation.
 - Backscratching—"I scratch your back, you scratch mine".
 - Play the angel's advocate.
 - Brainstorming.
 - Be patient.
 - Get a prestigious ally or associate with a star.
 - Never criticise or reject your OP's position out of hand.
 - Tom Sawyer.
 - Put yourself in my place.
 - Share success stories.
 - Balance the team members.

2. For the items you did not check above, what makes you uncomfortable with them?

Checklist

How to negotiate, influence and persuade—negotiation techniques and tactics.
 Everything is negotiable! Don't assume, ask.
 Use negotiation techniques and tactics.

- Ask for what you want.
- "Ask and you shall be given, seek and you shall find it!"

- Ask. Use questions.
- You can use tactics to create the negotiation climate, some tactics build up a cooperative climate, yet some can be competitive, manufactured to allow you to get the outcome you want.
- Some techniques/tactics are:
 - Robin Hood or robbing Peter to pay Paul.
 - Time is on our side!
 - Stall for time.
 - Brainstorm.
 - Tom Sawyer or getting participation and involvement.
 - The good guy/bad guy.
 - Fait accompli.
 - Backburner.
 - FBI.
 - Ultimatums.
 - Acting crazy.
 - Get a prestigious ally or associate with a star.
 - The well is dry.
 - Whipsaw/auction.
 - Wet noodle.
 - Be patient.
 - Trial balloon.
 - Play the devil's advocate/angel's advocate.
 - Split the difference.
 - Wince or surprises.
 - The disappearing act or vanish.
 - Backscratching or helping one another.
 - Salami slicing.
 - Putting yourself in my place.
 - Ask for sympathy.
 - It's my fault!
 - Pilot studies or trial runs.
 - Share information and be open.
 - Be the expert.
 - Bring in the experts.
 - The humble paddy technique.
 - Use humour.
 - Promote positive benefits for the OP.
 - Argue special cases.
 - Be persistent.
 - Never criticise or reject your OP's position out of hand.
 - Inflict injury on oneself to win trust.
 - Give the silent treatment.
 - Credit where credit is due.

- Share success stories.
- Balance the team members.
- Keep the whole package in mind.
- Towards the greater good.
- Use verbal agreements judiciously.
- Conclude by complimenting the other side in the negotiation.
- Tactics can be countered by the same tactics, simply identified, belittled or ignored! Apply process!

Case

In the midst of your negotiations, your OP has just given you a set of false data and a piece of fake industry news; outline what would you do and the tactics and techniques you would apply?

Checklist

- How to negotiate like a child?
 - Present yourself as the little child, or better still, an orphan in need of help.
 - Appeal to sympathy and/or act forlorn.
 - Throw a tantrum or the stomping tactic.
 - Change the subject—as you wish.
 - Take back what you have given to other party.
 - Appeal and win via cuteness.
 - Simply cry.
 - a wild, frightening threat or a cluster of threats.
- How to negotiate like a child?

What are the techniques and tactics that a child would use and these can be applied when negotiating?

Your own pointers:

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Words are empty, but the writing brush leaves traces.

Chinese proverb

The wood for a temple does not come from one tree.

Chinese proverb

6.1 Introduction

To paraphrase Sun Tzu, the art of negotiation is of vital importance to the state, business and organisation. It is a matter of life and death, comfort, profits or losses. Hence we enter into an enquiry which can on no account be neglected.

In this chapter, entering into the Chinese mind, we will look into:

- *Fu Lu Shou* (“wealth, prosperity and longevity”), the Chinese thinking and motivation in relation to negotiation or the *Fu Lu Shou* negotiation thinking.
- Tai chi and negotiation.
- The 36 stratagems of ancient China.
- The Chinese warring gods and their ways in negotiation.
- The Kirin Negotiation Thinking/The Kirin Negotiator.

6.2 *Fu Lu Shou* (Wealth, Prosperity and Longevity)

Let us now see the thinking and motivations of the Chinese (or at least, the traditional Chinese) when negotiating. Here, we can apply the Chinese concept of *Fu Lu Shou*. The concept of *Fu Lu Shou* has been the motivation and a life force for most Chinese; these three elements are very important in a Chinese person’s life. Most

Chinese strive for a complete set and a balance of these three elements. If he lacks one of them, he is perceived not to have a complete and happy life, and one, of course, wants to have a complete and happy life. This can be illustrated and better explained as follows.

Much of what is being pursued by the Chinese is *Fu Lu Shou*. That is why most Chinese businesses have wealth, prosperity and longevity attached to their names. Most Chinese owners call their businesses “Golden ...”, “Double Fortune”, “Happy” or “Lucky”, and these are common Chinese company and restaurant names. Now, let’s explain further.

Wealth True, wealth is good. However, it is not good if a person has a (big) family and a long life yet he’s always short of money. He cannot make his ends meet. This means that he has to work and toil all his life, supporting his (big) family. He’ll have a long, hard-working and even suffering life; besides, he may not be able to live a healthy life. Without money, yes, one can have a (big) family, but it may not be a happy and prosperous family.

Prosperity Next, prosperity (read as having a happy family and good relationships) is vital. It is not good if a person has a long life and has plenty of money if one is always alone and, worse, without a happy and prosperous family. It is worrying when one gets old and has no children; there’s nobody close enough to look after one. The emphasis on marrying, having children and a family can be particularly observed or overheard during home visits or social gatherings among relatives. During the lunar New Year, in particular when visiting relatives and even friends, frequent questions posed by the seniors to their younger relatives are “Are you still single?”, “When is your big day [meaning wedding]?” and “When are you getting married?” And when the younger relatives have been married, be it recently or after some time, the questions posed (although to Westerners such questions appear personally intrusive) are “Is your wife expecting?” and “When will you be having children of your own?” Interestingly, after some time, when these married couples have grown-up married children, the next question posed is “When will you be grandparents?”

Longevity Longevity (long life) is equally important. It is not good if one has plenty of money and a big family if one has a short life. One cannot enjoy the riches with one’s children and (big) family. So a person’s health is very important, and living in this modern world, good health sense should prevail. A healthy lifestyle should also be subscribed to; be healthy and happy. One should eat healthy food, sleep well and exercise properly to sustain, if not to prolong, one’s life.

The Chinese strive for *Fu Lu Shou*. They want to have a good life, and this seems encoded in the Chinese mind. The Chinese mind even without the influence of religion is already moulded to strive for *Fu Lu Shou*, and these are the ultimate goals for most Chinese. It can thus be said that this concept has a great influence on an individual leading his or her daily life.

6.2.1 The Fu Lu Shou Negotiation Thinking

Wealth Here, a wealthy person is seen as having a high social status; being wealthy is vital. When the other party (OP) sees you as having a position, a high social status and being wealthy, he respects you. You look well dressed, wearing a branded watch and accessories and having a big house and cars. You also hold membership cards of many country clubs, and all these, in the OP's eyes, put you in a better position. The OP feels that he is dealing with a very successful person; he normally likes to deal with successful people. Success begets success, and the OP is likely to feel that he can perhaps talk or negotiate with such a person like you and cut a good deal.

In the Chinese mind, there should not be any conflict in negotiations, negotiations should be smooth, and both parties are of equal status. "If you are wealthy and I am wealthy, we both see each other as equals. I see opportunities and our aim is to grow our businesses. Indeed I want to deal with someone like you who can help me to expand my business. And we ultimately we want to grow our businesses!"

Prosperity or Being Prosperous Remember this is read as having a happy family and good relationships. Here, a good chat or a get-together before the negotiation is important. Chinese business is normally carried out within the circle of family, friends and relatives. A get-together, for example in a favourite restaurant or a good place where good food is served, is very important and it has the objective of getting to know and understand each other well before the actual negotiation. Sometimes, a negotiation is just a formality or paperwork, as most of the issues would have already been ironed out. It is thought that negotiations should always be easy-going, and the parties should be laughing or smiling with the bargaining and exchanges done in a happy atmosphere. Thus, the Chinese look for good business relationships.

Longevity Chinese negotiators want to have business sustainability and growth or longevity. Most Chinese aim for long-term business survival as well as partnerships in business. They are in it for the long haul, and not for short-term gains. Most of them would like very much for their businesses to be long term, and, in fact, survive long enough to be passed from one generation to the next.

6.3 Tai chi and Negotiation

Much of Chinese or Taoism wisdom can be traced back to the *Tao De Ching* (Book of Changes), which particularly touches upon the teaching of inner consciousness, harmony with nature and non-violence. Negotiation ingenuity and ways can also be gleaned from *Tao De Ching*. In this connection, we will discuss tai chi and negotiation.

Tai chi can be said to be the Great Way although by right, in essence, Tao cannot be described. Tao is indescribable. It is to be understood. Tao is to be experienced.

The Tao way is not static but dynamic. The greater the interaction between the two forces, yang and yin, the greater the size of tai chi (the Great Ultimate); it expands. Tao is expansive and if applied to negotiation, it is to be collaborative.

Tai chi is based upon softness, smoothness and the idea of *chi* (“energy”). Tai chi exercises used to be a closely guarded secret, which was only taught to chosen family members, but Yang Lu-Chan was said to be the first to publicly practise in Beijing.

6.3.1 The Tai Chi Negotiator

Tai chi is the concentrated awareness of one’s body, and by means of tai chi it is possible to discover bad posture habits, to correct them and replace them with a conscious healthier and more natural stance, movement and way of breathing. So also, in the same manner, the tai chi negotiator can “view” the entire negotiation process, be especially aware of the negotiation content, know how to go about his negotiation with his OP, and learn and improve his negotiation strategies and overall ways.

If it is practised every day, tai chi trains the muscles, tendons and joints in a gentle way. Tai chi needs to be incorporated in one’s everyday practices or routine, and one will improve one’s health and better one’s body. One cannot expect miracles after a few weeks; however, tension and disease symptoms are positively influenced. Just as in tai chi, one needs regular exercise. One’s good and effective negotiation ways need to be practised and improved upon. Like tai chi, the long-term effects are guaranteed.

1. Negotiating and Having Integrity

Negotiating the Tao way means the negotiator perceives purity and acknowledges integrity when it appears. He embraces simplicity. He diminishes his self-interests and desires (Lao-tzu, verse 19). “If you close your mind in judgements and traffic with desires, your heart will be troubled” (Lao-tzu, verse 52).

With the mind integrated with the laws of nature that allow him (her) to position himself effectively in the world (Lao-tzu, verse 11), the Tao negotiator is said to be free of desire for superfluous possessions, free of desire for praise and free of the fear of blame. This results in great personal power (Lao-tzu, verse 12). Having integrity is critical and gives much persuasive power to the negotiator. He can be trusted by the OP.

When there are no desires, there is also no stress. When there’s no stress, in fact, one becomes a better negotiator; one just discusses objectively and negotiates without any attachment to or obsession with one’s goals or objectives.

2. Embracing the Tao Way and Being Caring

The tai chi negotiator is caring and compassionate, with the capacity to guide the world and direct its future (Lao-tzu, verse 13).

Nothing is impossible for him. Because he has let go, he can care for the people's welfare as a mother cares for her child (Lao-tzu, verse 59).

“Gold in the heart is better than gold in one’s purse” as a Chinese saying goes. The benevolent negotiator cares for and shows concern for the OP (and this is also linked and also associated with the Confucian idea of a leader, showing care and compassion almost like a father for his followers).

3. Practising the Tao and “Prosper Thy Neighbours” Attitude

To the Chinese mind, this has influence and is more persuasive than violence and wars. The power of peace is stronger than the power of violence and war.

Although ancient China often had many wars and internal strife, the wise Chinese general/negotiator tried very hard to avoid wars and violence. The “Big Peace” is subscribed to. Ordinarily, non-violence was embraced, and war or violence was and is seen or deemed necessary as the last resort. To win without fighting is better than winning with losses. “In war, the victorious strategist only seeks battle after victory has been won, where as who is destined to defeat first fights and afterwards looks for victory” (Sun Tzu, *The Art of War*, third century, cited in de Smedt 1995).

Very much influenced by Taoism, the strategic negotiator should uphold the idea of non-contention. Lao-tzu pointed out that violence and conflict, no matter how tightly controlled, could not help but cause negative side effects or much harm. The Tao ideal is to solve problems through peaceful means. Those who win using force alone lack strategies. Those who master human psychology and moral values and are able to use them against the enemy or the OP are truly wise.

War and aggression are bad; it causes much harm and is short term. War, in fact, is to be avoided at all costs. Strategies are preferred to the use of force. Sun Tzu said that “complete victory is when the army does not fight” (Cleary 1991, p. 20). To win without fighting is best; to fight with wisdom is the surest form of victory. Even in the present day, peace should indeed be favoured as it brings economic growth and prosperity. Look at the Malayan emergency period and the fight against communism in Malaysia and Singapore in the 1970s and 1980s; the battles were won by giving the people employment and economic advancement. The governments improved the living standards of their people and sought to eliminate or reduce poverty.

Another good example is that of Singapore’s and Malaysia’s leaders’ adoption of a realistic approach, that is a good neighbour is better than a friend a few thousand miles away. Like it or not, Malaysia and Singapore are stuck with each other for better or worse; thus, it’s more realistic to work together and adopt a prosper-thy-neighbour way as in the Iskandar Development Region (Wong 2007) and other projects.

4. Being the Tao Negotiator and Acting Long Term

The wise tai chi negotiator avoids negotiation deadlocks. He embraces long-term thinking. Long-term thinking is also strategic, and haste and impatience are avoided. One sees the forest and the entire landscape instead of just the particular trees.

For long-termism and wisdom to prevail, there is a definite need for pauses, meditation breaks or silences. Such is the nature of things so that one can think forward and plan. Such breathing spaces or respites supply quietude and relaxation to add clarity of mind and peaceful thinking. Crooked thinking is avoided; “if there is silence of the mind, nothing can unsettle it” (Hong Yingming, cited in Tsai 1991, p. 96). Seriously note that peace comes from within. This is all the more relevant in this age of rapid changes and happenings, otherwise “the mind is not quiet (and) when the wind blows, the grass moves, one becomes agitated” (Hong Yingming cited in Tsai 1991, p. 96).

A relevant point here is that human beings tend to be easily excitable. In handling affairs too, the strategic negotiator is watchful and mindful. He observes the situation comprehensively and calmly; and when acting thus with reason, he keeps his cool, not falling into error.

5. Being Spontaneous and Going with the Flow

Tai chi is also about spontaneity, being natural and going with the flow.

If these principles were applied to negotiations, one could basically throw one’s strategies out of the window. In fact, in negotiations, plain and simple, one simply asks for what one wants. Don’t start your negotiations with all the mumbo-jumbo and long-winded rationalisations about your needs. From the outset, state clearly your objectives to your OP and you’ll have disarmed your OP. Your OP is not distracted by wondering or trying to figure out what you are getting at.

Simply put, why use or apply complex strategies when at times the issues are fundamentally straightforward? At times, the most natural way to get what you want, and it even becomes the quickest way to get it, is to ask for it. If the OP answers “Yes”, then the matter is settled.

Being spontaneous too can lead one to simply giving your OP easy decisions to make. If your offer has so many terms, preconditions and qualifications attached to it, so will your OP’s responses; he is simply careful because of your cautious offer in the first instance. Thus, that’s it—present your offer(s) in clear and simple terms, and allow your OP to easily participate and accept your offer.

6. Being Patient and Taking Gradual or Incremental Steps

Here, each step and almost all steps taken would be strengthening one’s position against the OP. Take the Vietnam War as an example. The Vietnamese fought patiently, and were ultimately able to unite their country and gain their independence. Every drop of water counts and it makes the mighty ocean. In its exercise and health system, tai chi is a system of harmonious and gradual build-up of one’s healthy body. In its martial arts form, tai chi is “slow” and soft but it has “the force of a tonne dismissed by an ounce”. “Every step is as quiet as stroking a cat”.

In applying tai chi to negotiation, the practitioner applies nibbling or salami slicing. The tai chi negotiator ordinarily evaluates the OP’s level of authority. If one’s OP lacks authority, insist that one’s agreement and contract be approved step by step. Many a deal unravels at the last minute because the top boss, who was not present at the negotiations, does not go for it or says no. If one knows

that one is dealing with people or employees who have no authority, divide one's proposition into separate pieces and present each piece as a discrete deal in itself. And then, insist that the boss approves it before one moves on to the next item. This gradual or accrual way locks in one's agreement and also has the psychological effect of discouraging your OP by constantly reminding him of his powerlessness.

7. Learning and Being Creative

The *Tao De Ching* explains, "Tao means a yin and yang". When there are yin and yang interactions, Tao is at work. The universe is on the move all the time.

The tai chi negotiator learns. Learning and creative thinking can be applied when we used Lao-tzu's dialectic pairs of yin and yang. "Being and Non-Being produces each other" (Low 2005a, p. 12). Creatively, the tai chi negotiator gets out of negotiation deadlocks. Resourceful, he searches for solutions. "Nobody" gives birth to "somebody"; being "difficult" leads to being "easy" and "problems" lead to "solutions". "Team negotiation" versus "solo negotiation"; "my place" versus "the OP's place" and "concession-taking" versus "concession-making". Though the dialectic pairs ("being" and "non-being") and yin and yang interactions may not be easy to understand, once grasped, they can be practically applied in many aspects of negotiation and life. Apply them, learn and enjoy!

In the classroom, teachers or presenters can seek to persuade or influence their audience: they can apply a "small group situation" versus a "big group situation", "pedagogy" versus "andragogy" and "lecture" versus "discussion". Speakers and presenters can use reflective methods, activist ways, theorist styles, and/or pragmatic approaches. And being flexible, they can apply a variety of methods to transfer their ideas influentially and send persuasive messages.

In retail stores and businesses, the salesperson normally invokes the magic words, "It is not our policy..." Do you accept it? Or is it an opportunity to negotiate?

Tao is creative and flexible. The tai chi negotiator is thus also a flexible negotiator. He moves, and just because the OP has a firm or "fixed" policy, it does not mean that we, as negotiators, must be succumbed to this "fixed" policy. He applies the law of nature, realising that behind every word, rule or law and every policy is a human being. Indeed policies are written for routine creation and convenience, not intimidation, and in fact, they can be changed or amended if not by the clerk in a bureaucracy, then by a supervisor or the business owner. To apply this, one should question authority, and not assume. And do not accept everything you read even in a fixed-price department store. In fact, the tai chi negotiator uses every opportunity to ask for a price reduction. One does not have to pay the sticker price.

8. Having Correct Breathing and Being a Healthy and Positive Negotiator

Most people breathe shallowly and this is made worse by bad posture. The tenser you are, the more the breath (air or oxygen) remains in the upper part of the chest. Like the tai chi proponent, the tai chi negotiator should adopt correct breathing, which plays an important role in managing stress and living healthily. Deep breathing is done and this has a calming effect on the nervous system.

Breathing during tai chi should be done naturally and is not forced or slowed down. In tai chi, breathing (*Qi Gong*) exercises are also taught. With the help of *Qi Gong*, one can learn how to let *Qi*, or the life force, flow freely through one's body and thus remove blockages. *Qi Gong* exercises are said to have particularly positive effects on the respiratory system and to expand one's lung capacity.

In tai chi, the upright and relaxed posture that is taught and practised leads to deepening of the breathing. Your stomach muscles become relaxed so that you breathe deeply into the stomach. The breath results from the contraction and relaxation of the diaphragm, which leads to the continual change in pressure in the stomach region. As a result, the stomach is gently massaged, digestion is aided and the stress or strain on the heart is relieved. Tai chi positively influences the body as a whole.

Having a healthy body also leads to having a healthy mind. Your mind also will be positive, and you will become a positive negotiator.

We will now move on to examine the 36 stratagems of ancient China.

6.4 The 36 Stratagems of Ancient China

No work on negotiations in Asia can be complete without discussing the 36 stratagems of ancient China. These maxims have become China's most revered sources of wisdom as ways of raising one's sphere of influence; here each stratagem is explained, and examples and modern equivalents given.

1. Stratagem 1

“Cross the river under camouflage”.

Here, this means that a familiar or an obvious sight usually attracts no attention, and in fact can be taken for granted. The more ordinary the activity, the less attention it draws. It is thus said that secrets often hide in the open.

A good negotiator should therefore not assume or take things for granted but should ask the OP obvious questions so that he is able to cover his ground solidly. He thus better knows the OP.

2. Stratagem 2

“Besiege Wei to rescue Zhao”.

To attack a formidable and cohesive OP head-on is really inviting a lot of trouble or a disaster. Here, the principle is to apply an indirect and subtle attack and not to go head-on with the OP.

Being indirect is a common negotiation trait in Asia, and should be aptly applied. Note that the Americans are accordingly very straightforward, to the point of being blunt in their dealings with others as compared with Asians.

3. Stratagem 3

“Kill with a borrowed knife”.

Here, the negotiator makes full use of the resources of the OP or other people to gain from the OP. Insurance companies, for example can take advantage

of the government's call to its citizens to save for their old age and retirement by offering and promoting annuity insurance packages (Fig. 6.1).

4. Stratagem 4

“Wait at ease for the fatigued enemy”.

Although resting may supply the impression of weakness, it gives the negotiator an opportunity to consolidate strength. This is based on the principle that what appears soft and pliable can be strong and solid. The supple bamboo yields to the wind and remains standing unlike the mighty oak bough that snaps.

Yet another way of looking at the strategy is that one has done one's homework, and marshalled all the information and resources. The successful negotiator has done a thorough strengths, weaknesses, opportunities and threats (SWOT) analysis of the OP and himself/his party. The negotiator is thus well prepared, in contrast to his OP; this will give the negotiator an edge over the OP. The negotiator can be said to be negotiating from a position of strength.

5. Stratagem 5

“Loot a burning house”.

In essence, OPs already mired in problems are easier to overcome than those with no such distractions. Indeed, this stratagem advocates that when the OP is saddled with a problem or a misfortune, one should capitalise on the situation. That “capitalising on the situation” can be an offer of help, or even resolving that problem for the OP and thus gaining the OP's favour and goodwill.

This reminds us that people are most fragile when facing emotional difficulties. We should not be critical, make ill remarks to upset our loved ones or OPs for whom we care or whose relationships we value.

6. Stratagem 6

“Make a feint to the east while attacking in the west”.

This strategy applies the difference between perception or appearance and reality. The negotiator, for example puts on a pretence showing his disinterest in the concessions made by the OP, although he actually values such concessions or wants more such concessions to be proposed.

Fig. 6.1 “Kill with a Borrowed knife”



Here, the negotiator makes full use of the resources of the OP or that of others to gain from the OP.

Additionally, during a negotiation, when one has many demands, one introduces a few false demands. This disguises one's serious interests and allows one to make concessions, giving the OP a sense of gain.

A counter tactic here is to apply the same tactic, that is making several false demands along with the real demands so that one gets something that one values more than the OP thinks.

7. Stratagem 7

“Create something out of nothing”.

The English equivalent would be that of making a mountain out of a mole hill. The negotiator can drum up or emphasise the importance of what has been given as concessions to the OP. He may also claim to the OP that he has gone to much trouble to get the concessions to be made to the OP.

Propaganda can also be another example of creating something out of nothing. A lie repeated 10,000 times may turn into a reality. Businesses involving detergents and soaps, for example can add the words “new” or “improved” to make their products look updated or modern.

8. Stratagem 8

“Advance to Chencang by a hidden path”.

I reckon it is Don Corleone, *The Godfather* (by Mario Puzo) who once said, “Never let your enemy know what you are thinking. It's dangerous”. Here, the negotiator may not reveal his intended direction or goals during the negotiations. One pretends to take one path, but sneaks down another. This means one draws attention to one overt or open route while developing an alternative (hidden) route.

9. Stratagem 9

“Watch the fire burning across the river”.

This is similar to the Chinese saying, “Sit on the mountain top and watch the tigers fight”. It means letting your OPs fight among themselves. Small companies (the small boys) can use it. Small boys can often reap unexpected benefits from allowing bigger bullies or opponents to battle things out.

A counterstrategy or counter tactic here is for the opposition to unite against the common OP. After all, unity is strength.

10. Stratagem 10

“Conceal a dagger in a smile”.

This saying is similar to the saying, “Have Buddha face but with tiger heart”. From the external appearance, the negotiator looks kind, but at heart he is far from kind. He may even have an untoward intention towards the OP.

It can also be taken as winning one's OP's trust and getting what one wants only after his guard is down. The negotiator befriends the OP, gaining the OP's trust, while all the while setting him up to take the fall or loss.

The negotiator can also, sometimes, put forward or cast the deal in a positive light to make the situation palatable—perhaps, it's making a short-term sacrifice to obtain a long-term gain.

11. Stratagem 11

“Sacrifice the plum tree for the peach tree”.

The equivalent Chinese saying here is “Give up a pawn to save a chariot”. One sacrifices a minor concession and this can turn the negotiation in one’s favour. One may lose battles to win a war.

Negotiators should think ethically too. Negotiators and businesses should think of their image and reputation too. For most businesses these days, they should also think of long-term or big gains in terms of social good and corporate social responsibility, and in fact attempt to make small sacrifices in terms of short-term profits. In this regard, businesses should avoid the use of child labour and exploitation and should promote safer working places with more people-centred management practices.

12. Stratagem 12

“Lead away a goat in passing”.

The negotiator here takes advantage of opportunities as they arise. Any mistake or oversight by the OP can be turned into at least a small gain for the negotiator.

Businesses can go for niche areas where others have missed out or that they have overlooked. Skilled negotiators can look for or step into the gaps left by the OP to make themselves useful and gain an advantage. They should look not only for monetary benefits but also for non-monetary gains; the latter include warranties, free advice, free deliveries and free repairs and/or spare parts.

13. Stratagem 13

“Beat the grass to startle the snake”.

The negotiator may threaten or feign anger to scare the OP into submitting or agreeing to his terms and conditions. He may also associate with a star (his connection or relationship to the big boys) so that his OP’s position is weakened; thus, the OP will give in to him.

Another way of looking at this strategy is that the negotiator can also feign anger or appear competitive to provoke the OP; he then studies the OP’s response before launching a real offensive or making a big demand.

In diplomacy and politics, such a way can be seen in the form of floating trial balloons such as asking hypothetical questions or what-if questions to test the OP’s responses (Fig. 6.2).

14. Stratagem 14

“Raise a corpse from the dead”.

This researcher’s interpretation comes in this form. The negotiator may cite past incidents in which he rendered help or support to the OP to invoke the latter to now assist him as a return favour.

Another way of looking at this strategy is that of making use of others. Advertising can be said to make full use of corpses by borrowing the reputation and image of one product to advance the status of another. The negotiator can apply this strategy by highlighting the strengths of his or her company and/or products to cover up the company’s perceived weaknesses or make them seem small. A further variant of this strategy is that of citing the opinions and authority of experts or those with power to lend support to one’s work or line of argument.



This means that the negotiator feigns anger or appears competitive to provoke the OP; (s)he then studies the OP's response before making the real move or offensive.

Fig. 6.2 “Beat the grass to startle the snake”

15. Stratagem 15

“Lure a tiger out of the mountain”.

“My place? Or your place?” As in football, there is always this home ground advantage for the town residents when “fighting” against the foreign team.

This stratagem thus involves moving the OP out of his home ground or comfort zone, and he is operating in unfamiliar territory but one in which the negotiator is at ease. The OP is thus placed at a disadvantage.

16. Stratagem 16

“Let the enemy off in order to snare him”.

Letting the enemy escape is better than attempting to corner him, and provoking a desperate fight. Sun Tzu advocates that in any encirclement of the enemy, one should leave a gap—otherwise the enemy, with all escape routes cut off, will fight rather wildly.

In the same way, child-rearing experts or expert nannies would advise that parents, when disciplining their child, should also give some chances for the child to redeem himself. Otherwise, the child will become totally intransigent.

17. Stratagem 17

“Cast a brick to attract a gem”.

The way here is simple; such a principle basically means luring one's OP with something minor or insignificant to secure major rewards.

Some businesses throw in discounts or samples to secure purchases. While promoting children's, fast food chains have also been giving away or pack toys in the children's meal boxes. Any promotional gimmick that costs the company little but raises its influence, inducing its customers to buy its products or services, is a brick that attracts jade.

18. Stratagem 18

“To catch rebels, nab their leader first”.

Ordinarily, without leadership, the negotiation team cannot function well. The team is without direction and in disarray. Disunited and weakened, the team can be pushed over by the OP.

The absence of a leader normally opens the way for the OPs to mount an attack or consolidate a defence. In team negotiation, there is a need to coordinate well, and empower the team members so that should the team leader be unavailable, the team will still function well. If the leader coaches and trains and responsibilities are shared, the talents of others are freer to emerge. Then, the team won't collapse once the leader departs.

19. Stratagem 19

“Take away the fire from under the cauldron”.

Basically, this strategy, rather than resisting the OP, focuses on using the OP's resources and sapping his spirit and energy. The negotiator may work to weaken the OP's confidence and morale.

A slight slant or variation from their strategy is that of dividing and ruling the OP's team, playing one team member against the other and making them divisive.

20. Stratagem 20

“Fish in troubled waters”.

This strategy reminds us of stratagem 5.

Bank robbers rob during blackouts and looters rampage stores during a riot or after a hurricane, knowing that they are not likely to be caught. Corporate raiders too normally seize the opportunity of buying a troubled company; they strike at the right time. They are, in fact, capitalising on the principle that inopportune times create unusual opportunities.

21. Stratagem 21

“The cicada shed its skin”.

This strategy involves giving the opponent the impression of your remaining in one place while moving to another place from which you can launch a surprise attack.

Commonly practised, a usual debtor's ploy is that of *not* being in the office when in fact he is in to avoid the debt collectors. Another example is that of the common employee's ploy of calling in sick when one is not so one can attend to some matter that may or may not be urgent.

22. Stratagem 22

“Bolt the door to catch the thief”.

In war, this means encirclement and it needs to be iron-clad. This strategy in negotiation is tantamount to giving an ultimatum to the OP. Usually, this implies that one has a superior and advantageous position. Such a way needs credibility and prominence. But note that when one gives the ultimatum, one has to use it sparingly.

23. Stratagem 23

“Befriend a distant state while attacking a neighbour”.

Such a strategy plays on the opposites or yin–yang relationships between friends and foes, big and small, night and day and far versus near.

It takes two to tango! Negotiators should realise that such friendships or partnerships are based on the principle that even people who have different personalities can sometimes work together for a common goal and/or benefit. A small firm, for example can play the role of servicing part of the operations processes of a multinational company; the latter can get better savings by outsourcing part of its processes to the former.

24. Stratagem 24

“Borrow a route to attack Guo”.

This basically means making use of the resources of other people. And in corporate life, one can be a friend to all and cultivate good relations with everyone, from the secretaries and clerks to the legal counsel and those in the executive suites, so as to make one’s work life a pleasurable social activity. One gets things done or projects completed through the help and/or resources of other departments/divisions and others within the company; hence, one has a safe passage.

In business, strategic alliances can also help companies to secure a safe passage (for example, synergies, overseas markets, research and technology).

25. Stratagem 25

“Replace the beams and pillars with rotten timber”.

Here, one makes the opponent weak by gaining control from the inside. One removes key positions sustaining one’s opponent and substitutes one’s own.

Another perspective of the strategy is that of using one’s friends and contacts to get prior vital information before the actual negotiation with the OP.

26. Stratagem 26

“Point at the mulberry only to curse the locust”.

The negotiator invokes competition. This means playing off an opponent against a second real or imaginary opponent. Having competition normally strengthens one’s position as it creates options and alternatives.

In a tendering system or when one calls for a bid, the quotation is to be given by the suppliers and distributors, and the company is actually invoking competition. The buyer’s position is strengthened. As a buyer, it pays to shop around. As a seller, it pays to know that the supplies are not limited in terms of number of goods or in terms of suppliers and vendors.

Perhaps at the negotiating table, one “accidentally” opens one’s file to reveal the business card of one’s OP’s key competitor.

In other words, let it be known most of the time that one, as an effective negotiator, has other alternatives and options to choose from and one does not have to make a deal today or very soon.

27. Stratagem 27

“Feinting foolishness”.

The smartest people do not always reveal or let on how smart they are. So being a smart negotiator, one plays or acts dumb. Doing so, one also does not get put off by the word, “No” from the OP. The word “No” is basically a code for “not now”, “not right away”, “not exactly” or “maybe, but I am going to wait first... see what you are giving away”.

It would indeed be wiser to feint foolishness while biding time.

This is in line with Sun Tzu's view that when one is strong, one pretends to be weak.

28. Stratagem 28

“Remove the ladder after the ascent”.

In essence, the strategy means luring the opponent into a trap and then cutting off his escape route.

Removing the ladder can also mean impressing, springing a surprise or a shock. When negotiating, changing levels such as going from personal to impersonal and vice versa and from formal wear to casual wear can also create surprises for the OP.

29. Stratagem 29

“Putting fake blossoms on the tree”.

Such a way is basically putting on a false front. The negotiator puts on a bold or powerful front when, in essence, he may be powerless. In advertising, it's the embroidering and, in fact, sizzling speaks. It is the sizzling that sells. It's sizzling that makes the steak tastier and juicier!

However, one should avoid excessive embroidering: a prospective buyer generally notices when something sounds too good to be true.

30. Stratagem 30

“Host and guests exchange places”.

One is a guest to a great many hosts—to one's parents, teachers, bosses and superiors, and even to one's spouse. However, at times one plays the host by giving gifts, offering drinks or buying lunches. If one invites one's supervisor to dinner, it may be easier to talk and ask him for a salary raise. If one takes one's spouse to the theatre, then one has seized the initiative.

The point to make here is the need to build long-lasting relationships and to ensure that both parties are happy. It would be good for everyone to take turns at being guests and the host. Each needs to do his or her part, knowing the OP's needs, serving the OP and both achieving mutual benefits.

31. Stratagem 31

“Beauty trap”.

How appropriate—beauty attracts, charms and traps; and mostly this is done surreptitiously. This strategy uses the lure of the opposite sex to raise one's influence. An excellent example is that of the former Soviet Union's KGB. It used “swallows” (female spies) to attract and gather information from their male foreign counterparts, and male spies were deployed to get information from their female foreign counterparts.

32. Stratagem 32

“Empty city ploy” or “Fling open the gates to the empty city”.

When one is in a very vulnerable position or has no means of defence, one openly reveals this situation to the OP; he is likely to assume the opposite.

If you are caught in an awkward or difficult situation, admit your wrongdoing and accept responsibility for the mistake, and indicate that you have imple-

mented corrective action. Here, you hope the OP will respect your honesty and respond helpfully.

33. Stratagem 33

“Sow discord in the enemy’s camp”.

In traditional China, spies and counterspies are deployed to sow discord in the enemy’s camp. In weakening or making the OP’s team divisive, the negotiator rides on the OP’s weakness or misfortune.

Further application of the strategy works in this manner. Prior to the negotiation, the negotiator can make full use of or through the OP’s company staff gain certain knowledge or information to gain the upper hand. Point out to the OP, to cause a disturbance, the presence of disloyal staff or quarters that may exist in their camp (company).

34. Stratagem 34

“Inflict injury on oneself to win the enemy’s trust”.

The negotiator makes sacrifices or offers generous concessions to the OP. He can claim that he is making a big sacrifice, and in the process gain the latter’s trust. The point here is that people generally tend to feel sympathy for others who have to make sacrifices or suffer.

35. Stratagem 35

“Interlocking strategems” or “Chain together the enemy’s warships”.

This strategy attempts to turn the OP’s strength into a weakness. Chaining the enemy’s ships together leads the opponent to be its own enemy. The Vietnamese’s strategy of having countryside surround the urban centres is a good application of chaining the enemy’s ships together. The cities were then isolated and cut off from the masses and the support of the peasants and the ordinary people.

36. Stratagem 36

“When retreat is the best option”.

When all else fails, the best is to run away. After all, he who runs lives and returns to fight another day. Here, the negotiator retreats, and the retreat is just a short-term loss to achieve a gain later. He compromises but builds goodwill with the OP in the long run.

Running away or avoiding a situation can be a temporary solution, and it helps to give the negotiator and even the OP some breathing space. Certain issues should be thought through and be reflected upon rather than being immediately discussed. Some conflicts can be better avoided; both parties then benefit when there’s a cooling-off period, and things can be discussed in a cool-headed fashion.

At this point, we will examine the Chinese warring gods and their ways in negotiation.

6.5 Chinese Warring Gods and their Ways in Negotiation

In China, Chinese scientists are said to look to the past for inspiration (Alder 2008), and here, a non-China researcher looks at the three Chinese gods and infers and attributes their negotiation styles with lessons for us.

Traditional Chinese have it that the sworn-brother gods—Liu Bei (white-faced god), Guan Kong (red-faced general god), also known as Guan Yu, and Zhang Fei (black-faced god), popularly known in *The Romance of the Three Kingdoms*, are worshipped for their military prowess. Each, according to this researcher, can be creatively used as a metaphor for a certain way or style when dealing with OPs during negotiations. Hence, the objective here is to portray or illustrate the inferred negotiation ways of each of the sworn-brother warring gods.

6.5.1 Sworn Brothers

The story has it that Liu Bei, Guan Yu and Zhang Fei, who, having met by chance in the county of Zhuo in 188 AD, found that they all shared the same desire to serve the country in the tumultuous times. They swore to be brothers the next day in Zhang Fei's backyard, which was a garden full of peach blossoms. Liu Bei was ranked the eldest, Guan Yu the second oldest and Zhang Fei the youngest (Wikipedia 2007a). Having done this, they recruited more than 300 local men, acquired horses, forged weapons and joined the resistance against the Yellow Turban rebels.

Why were the “warring gods” chosen as negotiation icons and styles? Basically, the three were a sort of Dynamic Duo plus one, or less than half of a Magnificent Seven. Pledging to save the Empire from rebels and war, they plunged into the fray and performed many great deeds (Saunders and Ramsey 2008). Many lessons of negotiation ways can be learnt from them. Indeed, the first lesson from their sworn brothers' episode is that in life and business when one negotiates or raises one's influence over others, one has to have one's goals and targets, and to achieve these goals and targets, one should have friends, partners and/or alliances. The negotiator needs to network and even form strategic alliances, and exchange information among business partners to get vital competitor data on the OP.

6.5.2 Guan Kong's Loyal but Demanding Ways

Guan Kong, the red-faced general god, is the famous defender, sometimes known as the Taoist god of war and martial arts, and he is also the patron god of brotherhood and loyalty. According to traditional Chinese beliefs, he must always be placed facing the entrance, to act as a powerful deterrent against evil spirits and demons (Fengshui Emporium 2007). Loyal Guan Kong knew that changing sides during a war was not only immoral but also against the law. For his bravery, and because he died defending legal issues, he also became the patron god of police officers

(Chinese Mythology 2005a). Even members of the criminal underworld will ask for Guan Kong's protection (Fig. 6.3).

Here, the colour red can be taken as being competitive. Guan Kong's ways can be interpreted as such: the negotiator acts in a very competitive way. Competitive negotiators "dominate (the) opponent" and "regard (the) opponent as an adversary" (Hawkins and Hudson 1990, p. 15). Like the Russian tanker, he bulldozes his ways, and makes all kinds of demands. Holding much information, the negotiator also powerfully tells off the OP, and applies time pressure.

With the dice loaded against the OP, the negotiator seeks to win and pushes his OP into a corner. The OP is stressed, and the negotiator makes statements, and calls the shots.

When a negotiator has the upper hand, in an emergency, or in a commanding position relative to the OP, perhaps such a way may be deployed. The advantages of such a style should, however, be evaluated before applying it. It should be noted that such a way, when applied, can be very much goal- or task-driven rather than looking at the OP in a cooperative or long-term and relationship-centred way.

Nonetheless, a vital negotiation lesson here is that Guan Kong is really said to be peace loving. Not usual for a god of war, Guan Kong uses his skills to avoid tough confrontations and angry oppositions if at all possible ([http://www.godchecker 2005](http://www.godchecker.com)). And that is, in fact, the hallmark of a skilled negotiator.

In one classic tale, Guan Kong's arm was damaged in battle and needed surgery. To the incredulity of onlookers, he calmly sat playing solitaire with one hand while field surgeons did excruciating things to his tendons ([http://www.godchecker 2005](http://www.godchecker.com)). This shows his resilience; negotiators can perhaps emulate him in terms of tenacity of purpose and resilience.

Interestingly, in businesses, the representation of Guan Kung is normally placed in the reception area facing outwards (Dragon-gate.com 2007). The Chinese believe that this will protect the business, helping it to prosper even against overwhelming odds. In any case, the Guan Kung negotiator is said to be peace-loving though resilient, and a diehard; he steadfastly and strategically achieves his goals.

Fig. 6.3 The statue of Guan Kong

Guan Kong, the red-faced general god, is the famous defender, sometimes known as the Taoist god of war and martial arts, and he is also the patron god of brotherhood and loyalty.



6.5.3 Liu Bei's Soft Style

Whereas Guan Kong's way may be very hard and competitive, Liu Bei's way can be very soft and cooperative. Known as the First Brother of the Peach Tree Oath, the Imperial Uncle, Last Survivor of the Girdle Edict Conspiracy, Tamer of the Five Tigers and the Sleeping Dragon, First Ruler of Shu, Liu Bei started with no rank or position, but only a great thirst for justice. He attracted the greatest warriors who shared his beliefs, known as the Five Tigers, and he also drew the greatest strategists: Zhuge Liang and Pang Tong. Liu Bei was a distant uncle of the Emperor, which led to his nickname (Heroes of Shu 2007). From here, one can assert that a skilled negotiator can also draw the strengths of OPs by partnering or collaborating with them. Indeed, an effective negotiator knows that "there is strength in numbers and can ferret out allies to form coalitions to increase their negotiating power" (The Negotiation 2008). Besides, there is a need to ensure one has the right people within one's negotiation team (Thang 2008) and no matter how good one is, it's always better to have others on board and tap their strengths and assets.

Creating and building relationship with the OP is critical to getting things done, and one should negotiate, the relationship way (Low 2001). Are we learning parallels here? When it comes to negotiations and strategic alliances, the Chinese rely on *guanxi* (special personal relationships and networking). Note that overseas Chinese because of their Chinese feelings of being separate from their environment and uncertain about their future have given rise to a heightened sense of cooperation within the Chinese world. Strategically speaking, the traditional network systems, which are constructed on the basis of *guanxi*, can make easy their cooperation and attainment of their mutual goals (Chen 1995; Haley et al. 1998). In a way, we can also say that the Chinese concept of *guanxi* is similar to Naisbitt's (1994, pp. 21–39) view of growing tribalism: the more universal we become, the more tribal or in-group we act.

During negotiations, when the negotiator relates well with the OP, he is able to ask the OP questions and clarify matters. He is able to further understand the OP's issues at hand, and work things out for the mutual benefit of all concerned.

What's more critical as Low (2005a) has highlighted is that collaborating or working together does not necessarily mean giving up or giving in to another person's demands or goals. Two or more individuals can agree that disagreement exists, but they can also agree to put aside their anger, frustration, resentment and egos in favour of working together to find a solution to a common problem.

Overall, the negotiator can strategically pose as soft and gentle; his process is that of being courteous and pleasant, clarifying and making requests. Being "flexible", the cooperative negotiator is more likely to "interact with the OP", and "regard parties as collaborators rather than adversaries" (Hawkins and Hudson 1990, p. 16; Low 2002). Such a negotiator ordinarily asks questions, probes and gets to know and understand the needs of the OP. Sifleet (2008) sees acknowledging the OP's viewpoint and asking questions such as "what if" as positive approaches when negotiating with the OP. Willing to share information, more open and trusting, the

cooperative negotiator seeks win–win solutions, working cooperatively with the OP to get things done.

One’s negotiation style can thus go the soft way too. Being soft, the Liu Bei way is not a weakness and has its own merits. Low (2006a), p. 158 cites:

... there is greatness in softness” (interviewees’ input). “When the baby is born it has soft body... can move every way... As it gets older, it becomes more stiff and soon cannot move every way... When grown up, become stiffer and stiffer. Finally old age (is reached), there is death and the body is completely stiff. So I think you must keep your body soft.

Just like the lowly water—being able to flow on highlands—in the mountains, midlands and/or lowlands, so also one needs to be soft, humble, flexible and not rigid. A skilled negotiator should “move and think freely... not a rigid mind that is caught in a rut” (Learner 1976, cited in Low 2006a, p. 158). Rigidity is bad, especially when it comes to negotiation; it is not strategic (Low 2006b). To paraphrase Tao (1991, p. 51), in negotiations as in war, move when it is advantageous to you. Concentrate or disperse your team according to circumstances. Apply initiative and flexibility as Mao Zedong once said, “Losing the initiative means to be defeated, to be annihilated” (Tao 1991, p. 50). If one is inflexible in one’s negotiation approach and process, then one lacks agility. One should not dig into a position; this is also seen as one of the negative approaches of negotiation (Sifleet 2008). When such things happen, the negotiator can be easily trapped (Low 2006b; Low 2004 and Kennedy 1994, cited in Low 2006a, p. 158). Or if this is so, then he faces a deadlock, and the entire negotiation can become adversarial, much to the disadvantage of both parties (a lose–lose situation) and/or even worse to the disadvantage of the negotiator himself.

6.5.4 Softness Is Not Powerlessness

One is seemingly powerless yet one is prepared and powerful, and this is of strategic importance when negotiating; after all, most traditional Chinese, being Taoists, would appreciate these beautiful lines from *Tao De Ching* (Chapter LXXVI; Mears 1949, p. 105) (Lao-tzu 2007):

The tree that relies on its strengths invites the axe
Great strength dwells below
Softness and tenderness dwell above.

The skilled negotiator can also be prepared; he engages with the OP through “soft”, brainstorming ways—he can also suggest options and alternatives. The skilled negotiator’s softness is not powerlessness.

Interestingly, to this researcher, the colour white represents pure essence, and by this analogy, Liu Bei’s style also involves justice and ensuring the negotiation ways and processes are fair to both sides. Confident, the negotiator can be objective and ethical, and ensures that his personal feelings or emotions do not affect the way in

which the deal is packaged and arranged for all parties. He can then negotiate well. This implies that the negotiator should be detached or that he should practise non-attachment to the negotiation objectives and benefits; he will thus think better and argue well. As cited by Low (2006a, p. 156, my italics): “If one is attached (to the negotiation objectives and benefits), one gets one’s *emotions all geared up*, and is *not calm*. And if one is *not cool and calm*, the OP can see that *jitteriness* and he may then take advantage of the situation”.

6.5.5 Zhang Fei, God of Butchers and His Ways

Zhang Fei (Yide) (ca. 267–221 AD) was a general of Shu Han in the Three Kingdoms period of China. Zhang Fei was shown to have been a masterful general rather than simply a warrior (Wikipedia 2007b).

6.5.6 Opening Moves

Among other things, the opening moves in a negotiation are important (Hawkins and Hudson 1990, p. 99) since they convey information about each party’s attitudes, aspirations, intentions and perceptions of the other, and shape the negotiation climate that may prevail for the entire negotiation. The opening moves may be used to explore the OP’s overall posture before deciding on your own, as well as to establish each party’s outer limits—the negotiation range. Here, with a roaring voice and mad staring eyes, Zhang Fei, the black-faced god, normally challenges his opponents. “This is Zhang Yide, come and duel to the death!” None of the enemies dared approach and disaster was thus averted (Yuan 2002). The skilled negotiator can thus open the negotiations in a courageous manner; he thus displays his confidence advantageously. One can start one’s negotiation discussions with a high-balling stance, making major demands. When one makes major demands, and should all the major demands be given into or met, the minor and less critical demands also fall into place.

More fundamentally, the foregoing fact hits the core of the psychology of negotiation; the negotiator can get the OP to be tempted, motivated or provoked to enter into the negotiation. “This is what you’ll get if you make a deal” or “This is what’ll happen to you if you don’t” (Koren and Goodman 1992, p. 21). It can also be said that the negotiator attempts to create fear in the OP’s mind or heart. And if he succeeds, it would be to his advantage—after all, as Chu (1992, p. 49) puts it: “Fear is the most destructive of emotions. Fear is to a man’s soul as a drop of poison is to a well of spring water” and seen from this perspective, the negotiation is won even before it has started.

Nonetheless, such an opening stance when overplayed can also be seen as undue aggression and arrogance by the OP, and may not be good when the negotiators wish to build long-term relationships. Perhaps, this suggests that such an opening to a negotiation needs to be tempered with the previously mentioned softness and humility of the white-faced warring god, Liu Bei. The effective negotiator can, for

example show interest in the OP's needs, ask questions instead, and listen carefully to the answers given.

It is also said that Zhang Fei would lose his temper often, "every 16 min and was liable to explode with fury whenever an underling dared to speak" (Chinese Mythology 2005b; Saunders and Ramsey 2008). What lessons can be gleaned from here? Depending on the situations, at times, making serious demands and provocative and threatening statements may help the negotiator to gain an advantage.

As for Zhang Fei, the black-faced general god and his implied negotiation ways, they can be classified as showing the OP the disadvantages or downsides of the deal or package offered. This can be equated to belittling the benefits of the deal one can get as well as upping the importance of the benefits that one offers to the OP. The negotiator can thus wince in a seemingly disbelieving way, feign anger or even engage in pretence.

Legends have it that in the night Zhang Fei was murdered by his own men, Zhang Da and Fan Qiang. The assassins found him sleeping with his eyes wide open and were about to abandon their plot, but his snoring revealed that he was indeed asleep. In modern China, when someone sleeps with caution or with half-opened eyes they are sometimes referred to as "Zhang Fei eyes".

We can interpret here that during negotiations, in the ways of Zhang Fei, deceit may be deployed but to this researcher it all depends on the negotiator's values system and moral fibre—he needs to be true to himself. Then again, the negotiator can also elect to call a bluff to distract the OP or throw a red herring.

6.5.7 Beware of Unethical Negotiation Ways

It is said that Zhang Fei was a meat distributor by trade. He started out with animals and ended up with humans, but the principle is the same. What are the lessons here?

To this researcher, first, in the spirit of *kaizen*, one should increase one's expertise—keep on sharpening one's professional saw, and improves one's negotiation skills. The Chinese place a lot of stress a lot on learning (Low 2005b, c). Ancient Records have a saying that goes, "The ants are busy all the time" (the importance of continuous study) (Lin 1994, pp. 243–244).

What do you dare believe? Do you want to be an eagle or a chicken? One can be an eagle when one subscribes to the spirit of *kaizen* in improving one's negotiation skills as well as bettering the relationships with one's OPs, gaining a win-win (adopting "an altruistic, prosper-thy-neighbour" approach) for all concerned. One's ability to gain a win-win depends on one's beliefs in doing good, and one's powers and capabilities increase to equal one's beliefs. There's also a need to make the will sincere; here, the author would argue that this is very Confucian. One would not deceive oneself, and "this sincerity should be like the sincerity with which we hate a bad smell or love what is beautiful. This is called "satisfying your own conscience" (Lin 1994, p. 143).

Second, notwithstanding the foregoing, it cannot be ruled out that there are always and will be unscrupulous negotiators around, and some may even resort to

unethical means such as not fulfilling their promises, lying and cheating. And as skilled negotiators, we should be aware of such methods, protecting and defending ourselves against such techniques deployed. One should, nonetheless, stick to one's values and convictions, and uphold those values.

Third, it is good to preserve our reputation so that others know what we stand for when we meet, talk and negotiate with them. Believe and stand by what one believes in. One should be constantly mindful of the Chinese proverb: "Touch black paint and you will have black fingers".

One logical outcome from this is that one should be concerned with one's "face"; "face" is so critical to the Chinese when one negotiates with them. To this writer, "face" can also be that of the negotiators' values and principles.

6.6 The Kirin Negotiation Thinking/the Kirin Negotiator

The Kirin which is a mythological creature [having the head of a dragon and the body of a lion] is closely associated with Confucianism; here the author takes it that such a negotiator is first, a gentleman or lady. Basically, (s)he is a *junzi*.

Second, the Kirin negotiator too is a negotiator who strongly subscribes to the values of Confucianism.

(S)he is an upright person. Here, it is taken that the leader and negotiator should, first and foremost, be upright and act with integrity in order to lead his people effectively; and Confucius stated this in a very positive way, "If the leader acts properly, the common people will obey him without being ordered to; if the leader does not act properly, the common people will not obey him even after repeated injunctions" (Analects of Confucius (1994) XIII: 6; Low and Ang 2012, p. 88). The Kirin Negotiator values personal integrity of others, especially that of the OP.

To this author, no one wants to deal with an OP whom one cannot trust. A person should be and could be trusted; thus, a person's integrity and uprightness are important.

Confucius once remarked, "Man's existence lies in his integrity. A man without integrity can exist merely through his luck" (Analects of Confucius (1994), VI: 19, also cited in Low and Ang 2012a, p. 115). A person's integrity of being truthful and sincere to oneself and society is of great importance and it emerges that many often overlooked that the essence of Confucianism is the "idea of being true to oneself in this world" (interestingly, there is an intrinsic or inside-out approach) when fulfilling obligations to family and others in society (Wang 2004: 51). Here, we can cite—though non-Confucian, the Dalai Lama, who is true to himself or more so, the Universe (Universal "self"), and, in a way, be seen as an individual with the Confucian value of integrity. When one is truthful to oneself, one would then be able to fulfil one's obligation to look after one's family in a caring and sincere way. When an individual can achieve this, then for one to care and contribute to one's society would come naturally. Thus, integrity is in direct opposite to being greedy or selfish. The sincerity and integrity of an individual can also be articulated as the

Fig. 6.4 The Kirin Negotiator shows the mythical creature, the Kirin



The Kirin Negotiator – a gentleman(lady) or a *jun zi*, espousing Confucian values including upholding the value of personal integrity.

key strengths of the Confucian ethics when applied to the social relationship in society (Low and Ang 2011; Low 2008, 2010) (Fig. 6.4).

It then follows that third, the Kirin Negotiator subscribes to the practice of Corporate Social Responsibility (CSR) (Low and Ang 2012). The successful business leaders-cum-negotiators believe and practise the “giving back” or returning to the community some charitable services, help or aids. In this way, (s)he achieves the goal of greater common good by supporting and upholding Confucian values and the stakeholder’s theory. Additionally, to be a responsible individual/negotiator, one should not condone any activity which is not right or against human rights. Therefore, “child prostitution, like child slavery, should not be simply accepted or tolerated by the business leaders. It is a gross abuse of the human rights of those who are least able to do anything. Whoever one is and whatever one does, one should and must do something about it” (Low and Ang 2012, p. 103).

Fourth, the Kirin Negotiator is also a resilient person. Not forgetting that the Chinese mind is also strongly influenced by Buddhist thinking. And Low and Ang (2012, p. 91, words in bold, author’s) quoted as such:

There is a Buddhist saying which goes, “If we are facing in the right direction, all we have to do is keep on walking” and the meaning is very similar to what Lucretius (ca. 99 BC) who said, “The drops of rain make a hole in the stone not by violence but by soft falling.” Perseverance in doing thing, in fact, is a key to (**negotiation**) success.

It is taken that as a leader and as a Kirin Negotiator, when one makes up one’s mind to do something, one must have the determination to carry it out. Besides, as Confucius puts it, “One who has his arms broken three times may become a good doctor” (Zhou 2005: 170, also cited in Low and Ang 2012). Confucius has further pointed out that: ... a king can’t become a real ruler without encountering difficulties; and soldiers can’t become crack troops without suffering setbacks (Zhou 2005: 171, also cited in Low and Ang 2012).

Fifth, a good leader-cum-negotiator is a committed negotiator. (S)he should and will uphold the value of personal commitment in taking responsibility. A promise or

an assurance is personal commitment (on the negotiator's part) to do or not to do something. Here, in terms of being responsible to oneself and others, Zeng Zi, a disciple of Confucius, highlighted these, "Every day I examine myself once and again: Have I tried my utmost to help others? Have I been honest to my friends? Have I diligently reviewed the instructions from the Master?" (Analects of Confucius, I: 4). Hereafter, it is important that an individual should be responsible to what (s)he is doing and also what others are doing around him (her). When one looks at a bigger picture, it is obvious that a leader-negotiator should be responsible for his people and setting.

Sixth, the Kirin Negotiator values relationships (Low and Ang 2012); and that with his (her) OP. There is long-termism in their relationships with his (her) OP and customers. It can also be taken that, as Low and Ang (2012) has highlighted that the Confucian leader (negotiator) is a caring person. A Confucian is often a benevolent person. Caring for others is a critical Confucian value; and an important aspect of opening up oneself by engaging in relationships with other persons in the community at large. It would help an individual to improve one's relationship when one shows interest, concern and attention; and it also helps one to become less self-absorbed and more empathic.

Confucius emphasises relationships; here, it is the importance of the "family"; and in the "family" unit, the father is the key figure. He should be the role model, a good example to his children. It is also noted that in the small business situation, the father leader/small business-owner collaborates with his family members including non-family members/professionals in a purposeful team fashion, rubbing shoulders and doing something together also gives the chance or opportunity to share. There are joint direction and purpose, caring for the employees, sharing the same dreams and bringing the relationships to a higher plane (Low and Ang 2012; Low 2001). Note that these days, such businesses may also inject professionals and specialists into their businesses to modernise their outfits and to better compete with their competition.

Seventh, the Kirin Negotiator, while upholding his (her) personal integrity, is a professional (in accordance with the Confucian Rectification of Names); (s)he is:

- Consistent and steadfast (honest)
- Detached (no self-interest or personal gain)
- Self-disciplined (自律, *zì lǜ*) (Low and Ang 2012a, p. 121)

This is applicable and relevant to the Confucian leader/negotiator as a corporate person. A corporate person, more so, a corporate leader has to be professional. And being ethical is also about being professional; and to be professional is to be consistent. "You have to be yourself" (Yu Dan 2010: 26). Integrity cannot really be situational, changing to suit the situation; one should not be chameleon-like; one's honour, uprightness and dignity should prevail at all times. If one is inconsistent, one is unreliable. And one is clumsy and unprofessional. Besides, one cannot compartmentalize one's office life from personal life and so on. Confucius highlighted that, "Before praising a man who is honest in speech, one should observe: Is he a true

gentleman or is his dignity just pretense?" (Analects of Confucius, XI: 21). "Upright" (several interviewees' input), one should not be involved in gossips and rumors. Being of high integrity and professional is also about being honest and sincere in actions and one can be depended upon at all times. True, this may sound as strict but it is also a matter of self-discipline and self-discipline, so to speak, grows one's integrity.

[Note that personal integrity (Low and Ang 2012a) too involves professionalism, and it reflects the person's title, what (s)he is doing or what (s)he stands for. Take for example, when one is a teacher; (s)he is addressed as teacher (老師, "laoshi") followed by his or her last name. This can be interpreted in the light of the Confucian Rectification of Names. Proper titles and names should be attributed or assigned to people and things; proper or right names are given to everything. A ruler is a ruler and a leader is a leader.]

Eighth, (s)he also embraces continuous improvement, (s)he keeps on improving. Upholding Confucian values enable such leader-negotiators to self-cultivate themselves via continuous learning towards positive business dealings and harmonious relationships; and these bring many benefits or advantages, and good practices including good business management in supporting Corporate Social Responsibility (CSR) (Low and Ang 2012).

6.7 Concluding Remarks

In conclusion, we can learn many things from Chinese history, culture and things Chinese—including the Kirin negotiator as coined by the author, and we can apply them to the art of negotiation. It would be better for the reader to add more items in the checkpoint given at the end of this chapter. Yes, keep on improving, and better one's negotiation skills.

The saw must be sharpened. Practise makes perfect. So, act now!

6.8 Checkpoint

Think About It

Tai chi Negotiator

1. Negotiating and having integrity.
2. Embracing the Tao way and being caring.
3. Practising the Tao and "prosper thy neighbours" attitude.
4. Being the Tao negotiator and acting for the long term.
5. Being spontaneous and going with the flow.
6. Being patient and taking gradual or incremental steps.
7. Learning and being creative.
8. Having correct breathing and being a healthy and positive negotiator.

The 36 Stratagems of Ancient China

1. “Cross the river under camouflage”.
2. “Besiege Wei to rescue Zhao”.
3. “Kill with a borrowed knife”.
4. “Wait at ease for the fatigued enemy”.
5. “Loot a burning house”.
6. “Make a feint to the east while attacking in the west”.
7. “Create something out of nothing”.
8. “Advance to Chencang by a hidden path”.
9. “Watch the fire burning across the river”.
10. “Conceal a dagger in a smile”.
11. “Sacrifice the plum tree for the peach tree”.
12. “Lead away a goat in passing”.
13. “Beat the grass to startle the snake”.
14. “Raise a corpse from the dead”.
15. “Lure a tiger out of the mountain”.
16. “Let the enemy off in order to snare him”.
17. “Cast a brick to attract a gem”.
18. “To catch rebels, nab their leader first”.
19. “Take away the fire from under the cauldron”.
20. “Fish in troubled waters”.
21. “The cicadas shed its skin”.
22. “Bolt the door to catch the thief”.
23. “Befriend a distant state while attacking a neighbour”.
24. “Borrow a route to attack Guo”.
25. “Replace the beams and pillars with rotten timber”.
26. “Point at the mulberry only to curse the locust”.
27. “Feinting foolishness”.
28. “Remove the ladder after the ascent”.
29. “Putting fake blossoms on the tree”.
30. “Host and guests exchange places”.
31. “Beauty trap”.
32. “Empty city ploy” or “Fling open the gates to the empty city”.
33. “Sow discord in the enemy’s camp”.
34. “Inflict injury on oneself to win the enemy’s trust”.
35. “Interlocking stratagems” or “Chain together the enemy’s warships”.
36. “When retreat is the best option”.
37. *The noble-minded are calm and steady.*

Little people are forever fussing and fretting.

Confucius.

How do you apply or detail the steps you would take in going along the above Confucian saying when negotiating with your OP?

38. What are the characteristics or traits of the Kirin negotiator?

39. How would you deal or handle the Kirin negotiator?

40. Your own pointers:

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Knowledge without wisdom is a load of books on the back of an ass.

Japanese proverb

One kind word can warm three winter months.

Japanese proverb

Around every person is an area of influence beyond which he cannot pass; but within range of that circle, he is strong, powerful and free.

Anonymous

7.1 Introduction

In this chapter, the negotiation ways of the samurai warrior will be examined, and we will also discuss aikido and we will relate it to the fine art of negotiation.

7.2 Negotiation, the Way of the Samurai

7.2.1 Who Were the Samurai?

The samurai were Japanese warriors and knights of feudal Japan. They cultivated the martial virtues, indifference to pain or death, and unfailing loyalty to their overlords.

A samurai will subscribe to the bushido code, the code of an honourable warrior. Strongly Confucian in nature, bushido stressed concepts such as loyalty to one's master, self-discipline and respectful, and ethical behaviour. So, a samurai negotiator will

negotiate, getting the job done with much equanimity while achieving the goals. Besides, there will be mutual gains for both parties. In this section, the samurai's ways are examined, as applied to the process and ways of successful negotiation.

7.2.2 Making a Friend of Fear

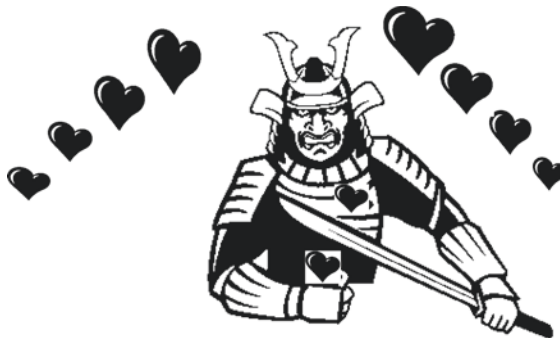
Courage is knowing what not to fear.—Plato

Just as the samurai normally go to the battlefield firmly confident of victory, so also should the samurai negotiators be when going to negotiate with their other parties (OPs). One simple maxim that boosts the samurai's confidence is this: "Engage in combat fully determined to die and you will be alive; wish to survive in the battle and you will surely meet death. Even if I die, I die honourably". A samurai negotiator can also adopt this, make a friend of fear. He confidently and calmly goes for the negotiation goals and outcomes.

7.2.3 Applying Universal Love and Benevolence

The day the power of love overrules the love of power, the world will know peace.—
Mahatma Gandhi

The samurai will apply much love and benevolence towards mankind. The samurai martial artist regards himself as in unity with the universe. The experience of oneness is the most fulfilling and important experience a person can have—the highest of values. There's this Zen essence and practise in the Japanese martial arts of samurai. The samurai negotiator considers his OP as one with him, and he seeks to understand the OP's needs so as to attain mutual gains or win-win negotiation outcomes (Fig. 7.1).



The samurai will apply much love and benevolence towards mankind.

Fig. 7.1 Speaks of universal love and benevolence

Being considerate and with the attitude of seeking the truth, the samurai seeks common ground. When the samurai deals with his OP, he strives for mutual benefits for all parties, and this is done with much dedication, sincerity, respect and integrity. That being the case, the samurai negotiator does not underestimate his OP (which can be detrimental to his negotiation goals).

A good negotiator is not easily provoked. Instead, he is composed and cool; it is better to just talk and get things done. Samurai do not bare their swords or kill unnecessarily. A good sword is one that is best kept inside its sheath. A naked sword is sharp, and an exposed, bare sword cuts unnecessarily. Likewise, a good negotiator establishes good relationships with others; benevolent, he gets the job done and, better still, without much ado or negotiation.

As a negotiator/manager and/or salesperson, one can practice or feel the love for oneself and one's fellow people. Feel love and benevolence one has for one's customers, for one's Company and for one's products and services.

And one negotiates (sells), feeling the love for the Universe and the people.

7.2.4 Controlling Oneself

[...] before you can control your opponent's body you must first control his mind.—Sadami Yamada, *Principles And Practice Of Aikido*

No man is free who is not master of himself.—Epictetus

To the samurai, “He who conquers himself is blessed; not knowing oneself, one cannot know others”. The Samurai is self-disciplined or regulated; (s)he knows him(her)self well (Fig. 7.2).

True, being angry is only human. However, the Buddha spoke of “Friends and relatives avoid an angry person”. “After anger comes burning remorse”. To me, anger is like rust that rots the metal itself.

Self-control is part of being a wise person, a smart negotiator. A good negotiator knows and practises self-control.



To the samurai, “He who conquers himself is blessed; not knowing oneself, one cannot know others”.

Fig. 7.2 Talks of controlling oneself

And there is indeed a need to control one's emotions lest they will control one; and the samurai negotiator knows that he must maintain his cool.

Note that it is important that a negotiator should develop or have the skill and ability to control or keep his emotions in check during the negotiation. While a negotiation on provocative, touchy issues can be frustrating, allowing emotions to take control during the meeting can lead to unfavourable, negative results. For example, a manager (trade unionist) frustrated with the lack of progress during a salary negotiation may concede more than is acceptable to the company (trade union) in an effort to end the frustration.

Interestingly too, employees negotiating a pay raise may become too emotionally involved to accept a compromise with management and take an all or nothing approach, which breaks down the communication between the two negotiating parties.

How to maintain one's cool and not to get angry? When one gets angry, one can, for example play the game of pausing, counting one to ten and cooling one's off and be cool and calm; one no longer gets angry. If one is angry, antagonism will provoke anger from the OP too. Anger begets anger. When one unleashes aggression and hostility towards the OP, it inspires aggression and hostility in return.

For the samurai, anger rarely prevails. For him, one should never be angry. He regulates and controls himself. He holds the samurai maxim, that is the angry man will defeat himself as well as life. He may be seen by others as being wrong or has done something wrong. Being angry can by itself be seen as unacceptable in society. When one is angry, one will lose control of one's logic and will not be able to argue well. One will be incoherent, faltering in one's arguments. Besides, how would one control the OP if one cannot control oneself? Think about that as an essential quality of the samurai way.

The Japanese have the saying *litai koto wa asu ie*, meaning that "if you have a complaint, say it tomorrow". This is an effective approach when avoiding a heated argument while giving the OP/other people the time to think about the issue. As said thus far, negotiation is far more effective when you are calm and prepared.

In short then, like the samurai, the successful negotiator is patient. He is observant, maintaining his patience and organising his composure. When he sees an opportunity, he moves swiftly. After all, as one samurai maxim holds, to know and to act are one and the same.

7.2.5 Being Soft

The funny thing about the heart is a soft heart is a strong heart, and a hard heart is a weak heart.—Criss Jami, *Healology*

The true samurai believes in being soft. In Japanese martial arts, *ju* (yin or soft) is taken as superior to *go* (yang or hard). Being soft has the effect of being firm. Being soft is very much like water; it flows yet it can even cut rocks over time. Even the mighty mountains and oaks yield to the winds and water.

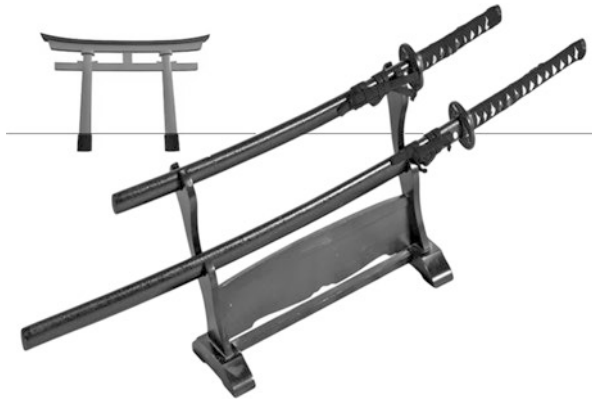


Fig. 7.3 Why the Samurais carry two swords?

Ever thought of applying the power of nice? Try asking courteously; it's more influential, and will, in fact, have better results. Ask politely, gently; request nicely. Speak softly, asking gently is more influential, and indeed it is more persuasive.

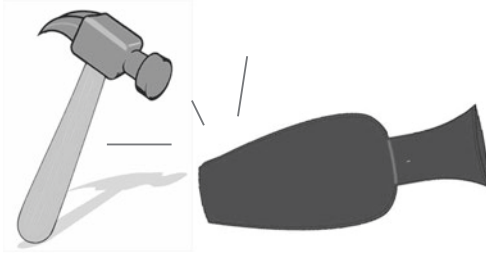
Being soft also means that the negotiator pays attention to what the OP is saying; the negotiator becomes a good listener. Thus, the appropriateness of the Japanese saying *Oshite damenara hiite mina* ("If pushing is not effective, try pulling") is applied here. Moreover, if one cannot push forward one's argument, one simply applies other soft ways; one engages a third party or intermediaries to soothe ruffled feathers or conflicts between the parties.

7.2.6 Adopting Style Flexibility

Remain flexible, life is forever changing.—Anonymous

Yet when it come to the crunch, the samurai acts flexibly. Have you ever wondered why the samurai carries two swords? There is usually a long one and a short one. The samurai uses the long sword (*katana*) for fighting in open places, whereas he uses the shorter sword (*wakizashi*) in confined spaces or, in fact, even to commit hara-kiri (suicide). If the samurai negotiator has to be tough, then he acts accordingly. The successful negotiator thus adopts style flexibility, just like water that flows in mountains or in lowlands, and water adapts to the contours and landforms it is flowing in (Fig. 7.3).

The Samurai has no inflexibility. One does not shout, bang the table or make demands like a mad dictator. Or one does not storm out of meetings in anger if one does not get what one wants. One coolly observes and adapts as well as applying style flexibility to attain the negotiation goals. State your price (terms and conditions). Take a deep breath. Remember that one's OP already loves what one has to offer. And be QUIET. Wait for the OP to respond.



**“If your only tool is a hammer,
you tend to see every problem as a nail.”
Abraham Maslow.**

Fig. 7.4 Flexible (Points to a saying that reflects the need for negotiators to be flexible; flexibility is essential when one negotiates)

7.2.7 Being Resilient

Storms make trees take deeper roots.—Dolly Parton

Samurai negotiators are resilient; they are determined to win. They are tough and die-hards. Should they fall, fail or make a mistake, they will pick themselves up and rise again.

7.2.7.1 Concluding Remarks

The samurai were fighting men, skilled in the martial arts. Flexible, the Samurai had extensive skills in the use of the bow and arrow and the sword. They could just as likely have killed their opponents with their bare hands. Embracing *kaizen*, they sought to perfect their skills. Overall, subscribing to the maxim that a man who has attained mastery of an art reveals it in his every action, the samurai negotiator should also continuously polish his negotiation skills, and keep sharpening his swords (Fig. 7.4).

Next, we turn to aikido in negotiations...

7.3 Applying Aikido in Negotiations: Becoming a Better Negotiator

To appreciate the best opportunity for attack and defence, you must fully understand the rhythm of movement.—Sadami Yamada, *Principles And Practice Of Aikido*

Many strategies, ways and techniques exist and can be applied when negotiating. However, the aikido masters would say that, “though there are many paths, at the foot of the mountain, all those who reach the top see the same moon” (Clausen 2004). Here, we will seek to uncover the relevance of aikido, examining how to apply it to managing business negotiations. The section is intended to look at the martial arts form, understand its philosophy and principles, and interestingly relate to how aikido can be applied in negotiations.

7.3.1 Understanding Aikido

In Aikido training, we learn from everyone. We learn from the most experience people, but we also learn from new students. Everyone is connected through the heart and develops a mutual understanding. It is important to create a place where that can happen.—Linda Holiday, *Journey to the Heart of Aikido: The Teachings of Motomichi Anno Sensei*

Founded by Tohei Sensei (Teacher or Master Tohei), aikido involves breathing and meditation techniques, and it is a method of self-defence founded in the ideology of non-violence (Clausen 2004; Leonard 2000; Lerner 1976). The most important thing to learn in aikido is breathing and meditation, which are like the roots of a tree. Without roots, a tree would die. In Japanese, such training is called *kon*, the root, and this training is very essential. Without such training, one can develop the *ki* (a vital force) well.

The term “aikido” means literally “harmony spirit way” or more poetically “The way of harmonizing with the spirit of the universe” (Leonard 2000, p. ix).

Basically, the word “aikido” has three key components. *Ai* means “harmony or coordination”, *ki* refers, in essence, to one’s energy, spirit or “good vibrations” (Lerner 1976, p. 9) and *do* or Tao refers to the way or path (Lerner 1976, p. 18). “The essence of aikido is the cultivation of “*ki*” [a vital force, internal power, mental/spiritual energy]” and in harmony with the surrounding world (Clausen 2004). Thus, aikido means the method or way of finding harmony with one’s spirit.

The aikido-ka negotiator does not boast, but relies on inner strength. The aikido-ka negotiator practises these principles.

7.3.1.1 “Centring”: Being Detached and Practising Non-attachment

Let go or be dragged.—Zen Saying/proverb

Aikido is not ultimately Japanese: It is an art of universal truth and international significance.—Linda Holiday, *Journey to the Heart of Aikido: The Teachings of Motomichi Anno Sensei*

“*Aikido* is primarily a way to achieve physical and psychological self- mastery” (Clausen 2004). Negotiation is stressful and one gets emotional about the OP’s behaviour (Kennedy 1994, p. 214). Aikido negotiation is about “mind control”, and the aikido negotiator is to be “alert and ready to deal with anything the universe may throw at him” (Fig. 7.5).

“*Tao* is at work. The Universe is on the move all the time” (Low 2005a, p. 48). If things are moving and changing, can we hold any attachment? Lao-tzu has this to say:

The self-controlled man governs by stilling the emotions, by quieting thought, by mastering the will, by increasing strength. (Tao De Ching, Chap. III) (Mears 1949, p. 25)

If one is attached to something, then losing or gaining it can cause conflict, anger, frustration or pain. If a person is strongly attached to a particular object, he will show much liking and it is difficult for him to negotiate, whether it be selling or buying it. The OP in seeing and sensing the negotiator’s obsession or desire

To be in self-mastery or control, one needs to let go and be detached when negotiating.

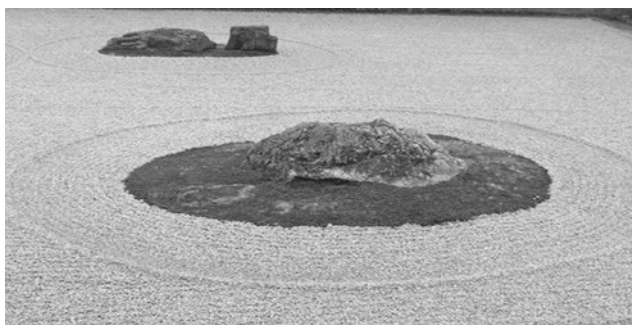


Fig. 7.5 Illustration of detachment (non-attachment)

may take advantage of the latter's emotions. Greed is no good. Greed is also attachment.

All in all, the aikido-ka negotiator aims "to achieve control and act with abandon" (Leonard 2000, p. 187). Stress cannot be eliminated but only reduced (Low 2005b; Kennedy 1994). "The negotiator, practising the aikido way, needs to be detached" (interviewees' input, and this was mentioned 27 times). If one has a great desire to have or own that object, one lets one's emotions clouds one's mind. It may become difficult for the party involved to negotiate or bargain. Not being patient, he may also offer much more than the normal buying price. If he starts off with a lower price, he wrongly assumes or fears that the OP may not want to sell or let it go. Thus, the aikido-ka negotiator, being patient, avoids the foolishness as depicted in the Russian proverb "There are two fools in every market. One asks too little, one asks too much".

Besides, attachment can also lead the negotiator to be rigid or inflexible. This researcher's interpretation is that when one is without any attachment and not "taking things personally" (Kennedy 1994, p. 214), one negotiates or moves flexibly like water. "Water's formation avoids the high and rushes to the low...water's formation adapts to the ground when flowing" (Sun Tzu, Chap.6, p. 4).

7.3.1.2 Owning the Court

What the superior man seeks is in himself; what the small man seeks is in others.—Confucius

Leonard (2000) highlights owning your world. Here, it can be taken that the negotiator, applying the aikido way, takes charge of his or her environment. He or she controls the negotiation climate (Low 2005b). The negotiator, applying the Tao principles, in fact, takes responsibility for his or her conduct (Henricks 1997).

When one is in control of one's environment, one faces less stress. The negotiator is also likely to be "mov(ing) in a way that is both relaxed and powerful, both well

controlled and open-hearted” (Leonard 2000, p. 59). As one enters into the negotiation room, one says, “This is my court” and “take ownership of everything in the game” (Leonard 2000, p. 60). The negotiator is to take care of the time/timing, the place of the negotiation and the moods of the OP (see also Sects 3.5.1 to 3.5.4). He is to take care of the words used by applying the right words, and aptly use non-words, the pause or silence, where necessary (Low 2005b).

7.3.1.3 Being Prepared and Adopting *Ma-ai* (Choosing the Appropriate Distance)

There is no delight in owning anything unshared.—Lucius Annaeus Seneca

When Sun Tzu (2004), a Taoist, talked about preparing for 3 months to conduct a siege properly, he was not far off. Just like there should be due preparations before going to war, there should also be proper preparations before the actual negotiation. Without due preparation, the negotiating effort will be wasted.¹ The aikido-ka negotiator needs to be well prepared (100% of the interviewees agreed with this).

Not affected by undue stress, the positive prepared mind (“winning without fighting”) is necessary as the aikido-ka negotiator, cool and calm, can think on the spot (Henricks 1997; Lerner 1976, p. 27). This, however, presupposes that he has checklists and weaponry of techniques and tactics so that he is able to ward off verbal blows and is still flexible in his own negotiation ways (Low 2004).

Most aikido-ka negotiators, in fact, say the following:

Those who are skilled in combat do not become angered, those who are skilled at winning do not become afraid.

Thus the wise win before the fight, while the ignorant fight to win (Aikido sayings, quoted in Clausen 2004).

Avoiding subjectivity and maintaining objectivity, he should go deep into these preparations; he needs to be calm and composed (Henricks 1997). He acquires skills in calming himself and in being detached. Adopting an observer and a detached role; the aikido negotiator then increases his confidence while keeping his distance from his OP.

Being aware of the negotiation process, the aikido-ka negotiator insists on taking a higher perspective. “Gentle, always be gentle” (Lerner 1976, p. 10), the aikido-ka negotiator should remain composed. When his mind is clouded or disturbed, he cannot argue well. He uses objective standards to resolve the issue, especially when the interests are in opposition to each other.

7.3.1.4 Tapping the OP’s Own Energy

Energy is precious, use your energy to build not to destroy.—Constance Chuks Friday

“Be especially welcoming to your opponent” (Leonard 2000, p. 60). Aikido techniques are designed to control attacks without inflicting undue harm. For this

¹ The Sun Tzu way, cited at <http://www.sonshi.com/sun-tzu-way.html>

reason, the aikido practitioner uses the opponent's own energy against him by blending, using and leading him into a throw or a finishing pin (Aikido Association of America 2001). This is an assertive controlling method with a calm finishing touch rather than an aggressive method of destruction.

In a negotiation, time can be one's ally. It is about choosing the right time to negotiate and/or ask something of the OP. Not only the time and timing are of the essence, but the aikido negotiator also taps into the right meeting place, the proper setting and the right or good moods of the OP, and thus easily gains the OP's favour or help, using the OP's own energy.

As an aikido practitioner, during the negotiations, one can also avoid or get rid of questions posed and not answer them. One can simply not answer the question. As Karrass (1994) said, not all questions should be answered. One can also joke, apply humour; and thus, one does not offend the OP (Low 2004). To gain an advantage, the aikido-ka negotiator can also use the *ki*, or strength, of the OP's question, framing the answer to fit the negotiator's goals and strategic plan and not the questioner's purpose.

7.3.1.5 Taking the Hit as a Gift

If your heart is broken, make art with the pieces.—Shane Koyczan

My scars remind me that I did indeed survive my deepest wounds. That in itself is an accomplishment. And they bring to mind something else, too. They remind me that the damage life has inflicted on me has, in many places, left me stronger and more resilient. What hurt me in the past has actually made me better equipped to face the present.—Steve Goodier

The aikido negotiator can be resilient, taking the hit as a gift.

Mental strength emerges from a hit or a misfortune. Any unexpected misfortune, any sudden hit, produces significant physiological and psychological effects. One's blood pressure rises, the muscles in one's body tense up and one's breathing becomes shallow. The hit, say a serious sales objection raised or a rejection by the OP in a sales negotiation, is considered as a gift or a challenge (Low 2004; Kennedy 1994, p. 149). Here, Lerner (1976, p. 91) speaks of:

From muddy waters
the Lotus blossom emerges
So clean, so beautiful.
How is it that such a beauty
Arises from the mud?

The mud supplies the nutrients for the healthy growth of the lotus.

In the same vein, as stated in Leonard (2000, pp. 98–99), when there is sudden hit, one needs to:

1. Experience and acknowledge what one is feeling. Ensure one fully feels one's experience. Ask the OP questions (Low 2002; Kennedy 1994, p. 187).

Listen, understand the objection, be empathetic and do not rush to answer. Aikido applies pauses or silence to understand and here silence becomes meaningful as a way to understand the OP as well as oneself.

2. Centre, ground and breath deeply. Feel connected to the earth and breathe deeply a few times.
3. Become aware of the additional energy now available; realise that one gains additional energy by the hit. Knocked off momentarily but returning to the centre, one is reassembling one's energies.
4. Use the energy of the hit wisely—use the *ki* wisely, it's like spending money.
And perhaps the author can also add:
5. Reflect on the whole experience and use it as a stepping stone to improve oneself.

7.3.1.6 Being Aware of the OP's Strength While Not Underestimating Him

People do not lack strength, they lack will.—Victor Hugo

Show “humble respect” for the attacker (Lerner 1976, p. 26). “While not underestimating the other party, humility is critical in aikido negotiation” (interviewees' input). This fits into Lerner's (1976, p. 109) point:

Just as we place a fine sword in its protective sheath, so too should we conceal our strength in the presence of others.

Just as the sword is used to defend oneself or ward off blows, and not to attack, so also the aikido-ka negotiator uses his skills, not to boast or show arrogance, but to defend himself while seeking peace, collaboration or mutual benefits (win-win) with the OP.

“Being humble helps, the opponent does not know that we are able and that is strategic”; there is also “this element of surprise” (aikido practitioner interviewees' input). Being polite and service-oriented adds to the humbleness of the aikido-ka negotiator, and “the services rendered such as warranties, guarantees” add value to the aikido-ka negotiation process to serve, build goodwill and satisfy the customer (interviewees' input and Leonard 2000).

7.3.1.7 Tapping Energy (*Ki*) from Softness

To attract positive things in your life, start by giving off positive energy.—Anonymous

Be grateful; count and share our blessings with others.—Kim Cheng Patrick Low

Tao directs us not to have unnecessary enemies (Henricks 1997) and to this author, one has more power than one thinks. One gains strengths from one's softness.

A Chinese saying, “a smile will gain one ten more years of life” is apt here; it implies by being soft, it helps sharpen one's skills of influencing others, especially one's customers (Low 2002). “In aikido, there is strength in softness” (aikido practitioner interviewees' input). “When the baby is born it has soft body... can move every way... As it gets older, it becomes more stiff and soon cannot move every way... When grown up, become stiffer and stiffer. Finally old age, there is death and

the body is completely stiff. So I think you must keep your body soft.” Being “soft means (being) flexible” (Yamamoto, cited in Lerner 1976, p. 57).

One should “move and think freely... not a rigid mind that is caught in a rut” (Lerner 1976, p. 57). Rigidity is bad, especially when it comes to negotiation. If one is inflexible in one’s negotiation approach and process, then one lacks agility and is easily trapped (Low 2004; Kennedy 1994). The Chinese proverb “The sly hare will have three openings to its den” applies here: a skilful negotiator succeeds because he is flexible. He has several alternatives to play with.

So in applying aikido, power exists in being soft and gentle during business negotiations. Seemingly powerless, one is, however, prepared and powerful. A pause or silence can be aptly applied. Deflect, if need be, the OP’s questions.

As water is soft yet effective in shaping or carving rocks, so in *aikido* negotiation, it is “avoid(ing) the conflict” that is important, not to fight but to keep the peace (Lerner 1976, p. 18, 27). One interviewee even cited Chuang-Tzu, a Taoist master (this is also quoted in Lerner 1976, p. 105):

The cinnamon tree is edible, so it is cut down.
 The lacquer tree is useful, so it is slashed.
 Everyone knows the usefulness of the useful
 But no one knows the usefulness of the useless.

In this regard, power exists in non-power. An interesting example is that “beleaguered debtors can turn upon creditors on the basis of no-power... (they offer) creditors a choice between accepting 20 cents on the dollar or nothing at all through bankruptcy. Most creditors accept the 20 cents” (Karrass 1994, p. 69). The banks have to do more to help them if they want to get them to pay back the loans.

7.3.1.8 Respecting the OP

Respecting someone indicate the quality of your personality.—Mohammad Rishad Sakhi

Respect for ourselves guides our morals, respect for others guides our manners.—
 Laurence Sterne

All beings are part of the main. Aikido’s primary aim or “secret... is to become one with the universe” (aikido saying, quoted in Clausen 2004). Hence, to this researcher, having respect for or protecting the opponent (the *uke*), which is critical in aikido, brings about a win–win situation for all. Yamamoto (cited in Lerner 1976, pp. 24, 26) speaks of “kindness”, having “a tender heart and goodwill to all persons”; even as he throws an opponent, he “seems to be helping, almost nursing” him.

Applying problem-solving, creative solutions, collaborative ways or expansionary pie approaches (Michelle 2005; Thompson 2005; Kennedy 1994; Karrass 1994, p. 35; Fisher and Ury 1981), the aikido-ka negotiator leads the entire negotiation process to a higher degree of satisfaction for all parties involved. He then “catches the fruit when it is ripe just as it drops from the tree” while “building a golden bridge for the other party” (several interviewees’ input).

The earth is a circle, things operate in a cycle; there are cycles of seasons. There is this yin and yang interaction (Low 2005a, pp. 48–49; Lerner 1976). One never knows if one may need the help of the OP in the next round. It is like a circle or cycle, there is a possibility of arriving back at that person; one may ask the person to do something for one in the future.

7.3.1.9 Applying Creativity

The creative adult is the child who survived.—Ursula Leguin

Taoism considers the world as a total oneness. All parts are related and interdependent to make up the whole. So being and non-being are just two different aspects of the same reality; hence, they produce each other. This is a very powerful idea that would help one to think about other aspects in life as well *as negotiation* and creativity, work and global issues so as to have better appreciation of the whole situation (Low 2005a, 2006).

The Tao negotiation practitioner should not overthink or be too fixed on pricing and discount issues. There are non-price issues too to be assessed and these include items such as the delivery schedule, warranties, product quality, follow-up or customer services and a host of other non-price issues to be factored into the sales negotiations. The Tao negotiator can also be creative, minimising or sidelining and magnifying these items or issues as he negotiates with the OP.

7.3.1.10 Growing Power

Knowledge is power. Information is liberating. Education is the premise of progress, in every society, in every family.—Kofi Annan

The eternal Tao is limitless. The aikido-ka negotiator will act accordingly, and in line with:

Just as we place a fine sword in its protective sheath, so too should we conceal our strength in the presence of others. (Lerner 1976, cited in Low 2006)

In applying Tao, the proponents believe in the power being soft and gentle during a business negotiation or any other negotiations.

Indeed, “He who is established in goodness shall not be uprooted” (*Tao De Ching*, Chapter LIV; Mears 1949, p. 83). Seemingly powerless, one is, however, prepared and powerful, and this is of strategic importance when negotiating, because after all:

The tree that relies on its strengths invites the axe
Great strength dwells below
Softness and tenderness dwell above.
(*Tao De Ching*, Chapter LXXVI; Mears 1949, p. 105)

7.3.2 Aikido and Being Tough

Few things in the world are more powerful than a positive push. A smile. A world of optimism and hope. A 'you can do it' when things are tough.—Richard M. DeVos

The Aikido negotiator is tough though (s)he deploys soft power. Water is soft, and always liked; like water, the negotiation way, is flexible too as it can fill and fit into vessels of different shapes and sizes.

Following the Tao as well as being detached, the Aikido negotiator is long-term in his or her thinking. (S)he goes with the flow. If he does not get what he wants, he is patient enough, and always waits for another opportunity; there is always another time or occasion.

7.4 Negotiating with the Japanese

To understand or be familiar with the Japanese negotiation style, some knowledge of Japanese cultural tradition is essential. Japanese society is ethnically homogeneous. As in Confucianism, order and harmony are highly respected and considered as the society's prime virtues. The Japanese not only share a common language and culture, but they also have gradually adopted common social values. Regional and occupational differences do exist, but the country as a whole is basically far more unified than any Western industrialised nation.

The culture in Japan is strongly group-oriented. And individual preferences are less crucial than having a sense of belonging to a group, conforming to its norms, and maintaining harmony (the spirit of *wa*) among its members, who are expected to develop an intense loyalty to the group or team as a whole (Katz 2008).

The Japanese tradition is echoed in the company negotiation style.

And one typical feature of the Japanese style is step-by-step negotiation, which is based upon the hierarchy of order within a particular company. The general practice is that, whether at home or in a foreign country, a Japanese company always starts the negotiations with lower-ranking company staff who are responsible for the projects involved. Following this stage, the middle-ranking managers in charge of Company's relevant sections will follow up and continue to negotiate with the foreign OP. Finally, the Company's senior executive will appear and make a final decision or sign the agreement. By observing this negotiation style, Japanese companies do not have to make all of their decisions during one negotiation session. As a result, an agreement reached in talks with a lower-ranking company employee, which may seem final to the American participant is usually considered by the Japanese company to be a temporary arrangement subject to further negotiation by higher-ranking executives and managers. This negotiation style is so well-known among the Japanese that they take it as settled that an agreement formed at the first stage can be altered or even reversed at later stages.

By contrast, American negotiators often are assigned with decision-making power regardless of their positions in their companies. Accordingly, American

negotiators, especially those who are not accustomed to the Japanese style or are unaware of this difference between the two ways/styles, often will make the mistake of either expecting too much from the lower ranking Japanese company negotiators or of becoming frustrated by what they see as foot-dragging by their Japanese counterparts.

Thus, it is wise for one to ask one's Japanese OPs at the start of a negotiation how much power they have and what specific matters they can decide by themselves. Besides, if it is possible, one should attempt to obtain confirmation from the Japanese OPs/negotiators when an agreement is reached on each major issue in the negotiation in order to ensure that their consent is final.

The notion of harmony is another important social value. And the spirit of harmony is expressed in the virtue of "wa", which underpins group structure in Japan.

One key characteristic of this negotiation style is the consensual decision-making process that has been adopted by Japanese companies in their business negotiations. In Japan, the process is often referred to as *nemawashi* and *ringisei*. With an awareness of these two concepts, a foreign negotiator may have a better understanding of some aspects of Japanese international business negotiations.

Nemawashi explains the practice or preference of Japanese negotiators to be involved in informal talks with other negotiators before any formal meetings. This communication, according to Japanese tradition, serves to prepare a better surrounding and the "soil" to ensure the continued health of a new "plant". *Ringisei* tells the process discussed above where business proposals put up by lower-ranking company employees are presented to middle-level company managers in charge of the Company's relevant sections and eventually are submitted to top-level senior executives for final decision. This process, although long and complicated, offers a unique opportunity for company managers to share their personal responsibility and achieve consensus within the company. The process also allows for alteration and modification, which are vital to draw and uphold group support and help.

Japanese corporations and government offices persist to use the *ringi* system because it has certain advantages over other less complicated decision-making processes. For example, written approval of a plan clearly shows who is responsible for a project and how much responsibility each person shares in a project. Moreover, since all individuals involved have approved the plan, and all of the modifications and compromises have been made within the company, the plan can be conducted very effectively down the line. Recognising the different decision-making styles of the American (Others) and the Japanese companies, one corporate manager in the United States commented, "we make a decision overnight, then spend five years implementing it. For the Japanese, it takes five years to make a decision but they implement it overnight. If you are looking for a quick fix, don't even consider it".

In Japanese companies, there are many kinds of intra-company meetings that are held to exchange and transfer information from person to person or section to section for the purpose of facilitating the process of collective decision-making. US negotiators should be advised to bear in mind that this peculiar decision-making system can be used by Japanese companies as a weapon in negotiation.

As a result of step-by-step negotiation style and the collective decision-making system, Japanese corporations strongly prefer that negotiations take place in their home country rather than in a foreign country. This is because the Japanese negotiators, especially those of lower rank, must refer all key issues to their superiors or get a consensus through *ringi* from other company staff. If, however, a Japanese company does agree to negotiate in a foreign country, its negotiation tactics will still include the *ringi* system.

Although individual talent and ability are highly valued in Japanese society, more emphasis is placed on being a member of the group as a whole (Here, group or teamwork is valued). It is also important to keep in mind that three primary features of Japanese management style—chiefly in-house unions, lifetime employment, and seniority ranking—support the continuance of the step-by-step negotiation style and collective decision-making system. Note that while American culture stresses individualism, Japanese culture emphasises the importance on social identity and group participation.

Note too that the Japanese too value long-term relationships. Pay attention to this vital aspect of negotiating with the Japanese, that is before starting business negotiations, one needs to identify a highly respected local person with whom one has or can establish a good relationship. Then, ask for this person's endorsement and connection to the potential Japanese partner/OP one is aiming for. Pick the middleperson carefully and consider the face issues for everyone involved. (A middleperson should not be part of either one of the parties involved in the business interaction.) When a Japanese company seeks to reach an agreement with a foreign OP, it will stress the importance of establishing goodwill and a good working relationship more than the agreement or contract itself.

It has been suggested that American and international companies may want to:

1. Employ patience when negotiating with the Japanese.
2. Rotate their businesspeople in Japan less frequently so that the Japanese company managers/staff and customers can truly get to know these individuals.
3. Maintain frequent contacts with one's customers.
4. Socialise with the Japanese outside of office hours (Zhang and Kuroda 1989). Business meals and entertainment, in particular dinners, Karaoke evenings and other evening events that may include heavy alcohol consumption are very important as they help advance the vital process of building strong relationships. Refusing to participate in such activities may be taken as a clear signal that one is not seriously interested in doing business with one's OPs (Katz 2008).
5. Exchange gifts (Zhang and Kuroda 1989). Note that gift-giving is customary in social and business settings in Japan, including initial meetings (Katz 2008).
6. Make a concentrated effort to show skills and professional competence. When women are sent for negotiations with the Japanese, there is a stress the company's importance and the women's role(s) in the Company. A personal introduction or at least a letter of support from a senior executive within the company

may also help. Further, there is a need to dress very conservatively and professionally. These are due to the fact that Japanese men who have not been overseas may not be used to dealing with women in business settings. The country is still a firmly male-dominated society, and although roles have started to change some, the concept of gender equality is foreign to Japan (Katz 2008).

7. Get their staff to dress formally and wear conservative attire; this is important when doing business in Japan. Male business visitors should wear dark suits with neckties on most occasions.
8. Observe that cigarette smoking is very common in Japan. Do not comment on it, and allow for cigarette breaks during meetings and negotiation sessions. Be prepared for work hours that may be extreme even to US standards.
9. Take note and their staff should be prepared that office meetings within the company may last until well past midnight, and other meetings and conferences between companies may still go well into the night before the social part begins.
10. Avoid such topics as Japan's relationships with South Korea and especially with China in conversations during their meetings and negotiations (Katz 2008).

An important aspect to handle during the negotiations is the dealing with NOs with the Japanese negotiators. Note the concept of face here in Japan. Because the concept of face is basic in the Japanese culture, communication is overall extremely indirect, even more so, than in other Asian countries. When responding to a direct question, the Japanese may answer "yes" only to show you that they heard what you said, and NOT that they agree with it.

In Japan, replying to a question or request with a direct "no" is seldom an option. The clearest expression one may hear is "that may be very hard (tough/difficult)", which is a clear-cut "no". On the other hand, they may give superficially ambiguous answers such as "I'm not sure", "we'll think about it", or "we will have to further investigate". Each of these signals major problems that need to be resolved.

My understanding of contracts and agreements in Japan is that written contracts, if used, are ordinarily kept high-level, confining only the key aspects, terms and conditions of the agreement. The Japanese believe that the basic strength of an agreement lies in the partners' commitment rather than in its written papers or documentation.

If one should be using a lawyer, a local one rather than a Western one, is preferred, and the former is viewed positively. Their basic role is to function as notaries or legal reps. Lawsuits are particularly rare in Japan, and filing one will apt to destroy one's business relationship for good. Signed contracts will be honoured. But note carefully that the Japanese do not see them as final agreements since their expectation is that both sides stay flexible if conditions change, which may include agreeing to modify or change the contract terms.

In one's own communication, make effort to be equally polite and indirect. Do avoid open refusals, disagreement or confrontations at all cost. If one has to convey bad news to the Japanese OP, the face-saving way is to also make it "sweet", combining or merging it with some good news or an acceptable solution.

7.5 Checkpoint

Think About It

Take a moment to reflect on:

1. How do you apply negotiation, the Samurai way?

2. How or in what ways do you think the Samurai make him(her)self-resilient?

3. Before enlightenment; chop wood, carry water.
After enlightenment; chop wood, carry water.

Buddha

What do the above quotation means when applied to negotiations?

4. It is said that Zen is about directing to or aiming at the universal everyday wisdom all around us, about getting one to experience things purely “as they are”, not about proving you of some specific way of thinking, or about stamping some specific label on something.

What, to you, does the above statement mean when applying to negotiations?

Checklist

Applying Negotiation, the way of the Samurai

- Making a friend of fear
- Applying universal love and benevolence—be compassionate.
- Controlling oneself.
- Being soft.
- Adopting style flexibility.

Applying Aikido in Negotiations: Becoming a Better Negotiator.

1. “Centring”: Being detached and practising non-attachment
2. Owning the court
3. Being prepared and adopting *Ma-ai* (choosing the appropriate distance)
4. Tapping the OP’s own energy
5. Taking the hit as a gift
6. Being aware of OP’s strength while not underestimating him
7. Tapping energy (*ki*) from softness
8. Respecting the OP
9. Applying creativity
10. Growing power
 - Your own pointers:

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Indian Negotiation Strategies and Tactical Ways

8

*Stand ye calm and resolute
Like a forest close and mute
With folded arms and looks which are
Weapons of unvanquished war.*

Mahatma Gandhi

For the friendship of two, the patience of one is required.

Indian proverb

8.1 Introduction

Let us look at the Indian history, religion and culture, and apply some analogies and from here derive and understand the various Indian negotiation strategies and tactical ways.

8.2 The Indian Kathakali Dance and Negotiation

Mind is like a mad monkey.—Sathya Sai Baba

One of the analogies and metaphors the researcher–author would use is that of the Indian Kathakali dance, the traditional dance of Kerala. The Indian Kathakali dancing is a stylised (“mechanical”), elaborate 400-year-old Indian form of dancing. Its costumes are said to be detailed, the make-up is elaborate and time consuming, and the dance movements are highly stylised (Payyanur 2002a, b; Low 2002a).

In that sense, negotiators who are bound by bureaucratic procedures or too dictated by the rules can be, like the dance itself, mechanical and inflexible. But to be

fair, it is not that these negotiators want to be as such; it is more the nature of the bureaucracy or the organisations from which they come that make them that way. It is being bound by the rules or rule orientation that prevails, perhaps very much like the Indian civil service bureaucracy.

8.2.1 Applying Rationality

A bitter thing cannot be made sweet. The taste of anything can be changed. But poison cannot be changed into nectar.—Bhimrao Ramji Ambedkar, *Writings And Speeches: A Ready Reference Manual*

Many steps are involved; they prefer to refer to their superiors, give reasons and make proposals, and they cannot decide on their own. This can be one of the downsides of the Kathakali negotiator, but it can be turned into strength(s). That strength lies in working out or organising a series of negotiation steps and procedures as guides and applying them when negotiating with the other party (OP). Rationality is also applied.

Rationality can also be interpreted as being clearly aware of a goal. Such a Kathakali negotiator is aware of the goals, and he systematically pursues them. Once you have a goal, a purpose ensues. The goal supplies a powerful why which will supply you with the necessary how. Rationality also involves systematically assessing the various means to attain the goal, weighing the pros and cons of each means, and then selecting the most appropriate or reasonable means.

The Kathakali negotiator is, in fact, very professional. Such a negotiator gets the job done. Like Arjuna, the master archer in the *Bhagavad Gita*, he just does it. He does the job, he just gets it done—without fear or favour. The Kathakali negotiator does his duty efficiently without being attached to or affected by the outcomes. In the *Bhagavad Gita*, the *Mahabharata* epic, Arjuna was reluctant to take part in battle because of the slaughter or murders he knew he would cause in the enemy ranks, which included his many relatives. His charioteer and close friend, Lord Krishna, persuaded him to change his mind. [The *Bhagavad Gita* (Sanskrit *Bhagavad Gi-ita*, “Song of God”) is an important Sanskrit Hindu scripture. It is revered as a sacred scripture of Hinduism and is considered as one of the world’s most important religious classics. The *Bhagavad Gita* is a part of the *Mahabharata*, comprising 700 verses.] Basically, when negotiating, the negotiator should get his emotions under control. He is just performing his duty (*dharma*).

In other words, as in the Kathakali, the dancers have to emote expressively and convincingly as needed in the dance and just as the dancers themselves are the cores of the dance, so also in the Indian negotiation context, the Kathakali negotiator is the core. He is rational, and the key strength here is this rationality element. The Kathakali negotiator applies logic and it appeals to the head. Rational arguments are advanced to persuade the OP.

Just as Lord Krishna reminds Arjuna of his duty as a warrior, we remind ourselves of our duty as a negotiator—be rational and stay cool. If, for example the OP

throws a tantrum, don't overreact. Just let him get it off his chest. Listen quietly to the OP, nod your head, show attention and thank him for being so frank. There is a psychological edge that one gains here; that is because you listen, your OP can end up thinking of you as his friend. He can talk to you; you are pally with him, and he may ultimately give you a better deal.

Indeed, the Kathakali negotiator heeds the *Bhavagad Gita's* advice: "One must strive for excellence in all undertakings but maintain equanimity in success and failure, gain and loss, and pain and pleasure" (International Gita Society 2009).

8.2.2 Bottom-Line Matters

New generations recognize, money is just a plaything. The new bottom line is humanity itself.—Laurence Overmire, *Report from X-Star 10*

Because of rationality, what is also put forth here is that Kathakali negotiators can be said to place much emphasis—like a duty—on outcome-based performance indicators and results matter when they negotiate. There is something for the negotiator to start that is ordained for him to complete.

Yet it is sincerely hoped that Kathakali negotiators wanting to be proactive in heading for improvements and efficiency would not just go for results only, but would also include the softer aspects, such as service and the people, the very organisation they serve.

8.2.3 Strong Planning Prevails

A man may plant a tree for a number of reasons. Perhaps he likes trees. Perhaps he wants shelter. Or perhaps he knows that someday he may need the firewood.—Joanne Harris, *Runemarks*

In any negotiation, it is good to prepare and incorporate some planning into the whole negotiation process as we discussed earlier.

In the Kathakali dance, the headgear, the special face ornaments, the beards, and the make-up with the special colours used such as those from coconut oil, lime and other ingredients have to be prepared in advance. There is a lot of practise and training too. Specially trained persons put on the make-up, and the headgear and ornaments have to be worn by the dancers (Paramjit 2005).

By the same token, in Kathakali, the applications here are that careful study and assessments of things and situations are made by the negotiators. Much strategising and a strong planning bias exist. We can take it that the Kathakali negotiators ordinarily look ahead, and they prefer to plan their work and work to their plan. I would say that the Kathakali negotiator prepares intensively and does well in the prenegotiation stage.

8.2.4 Integrity Is Valued

Integrity is telling myself the truth. And honesty is telling the truth to other people.—
Spencer Johnson

As I have said, the first thing is to be honest with yourself. You can never have an impact on society if you have not changed yourself. Great peacemakers are all people of integrity, of honesty, but humility.—Nelson Mandela

Red eyes form a characteristic feature in Kathakali. Placing a tiny bit of a herb called *chundapoo* in the lower lid to inflame the eyes achieves the dance's impressive and expressive overall make-up scheme (Paramjit 2005). The red eyes also give life and expression to the dance. In the same way, integrity is “the red eyes” or characteristic feature of the Kathakali negotiator.

“Let noble thoughts come to us from everywhere” (The Vedas). The Kathakali negotiator is consistent; he acts on his words and promises. His thoughts, words and actions are consistent and in perfect unison. He maintains his honour and integrity. This is critical; it's only when the negotiator has the highest integrity that he will be trusted by his OP, and the negotiation would then give way to a win-win situation for all parties.

8.2.5 Teamwork Is Stressed

If you want to lift yourself up, lift up someone else.—Booker T. Washington

The Kathakali dance is normally a group presentation, in which dancers take various roles in performances traditionally based on themes from Hindu mythology, especially the two epics the *Ramayana* and the *Mahabharata* (Payyanur 2002b) (Fig. 8.1).

In team negotiation, each team member should play his (her) role(s) well so that the negotiation team optimises its negotiation performance while achieving its negotiation outcomes.



Fig. 8.1 Teamwork (Speaks of teamwork in negotiations)

This can be applied to team negotiation where each team member should play his or her role(s) well so that the negotiation team optimises its negotiation performance while achieving its negotiation outcomes. Communication and coordination between and among the negotiation team members must be smooth and good.

Next, we will discuss the Indian negotiation strategies and ways using the Hindu trinity metaphors. It is usually good to use metaphors as they can, in fact, better portray patterns and themes.

8.3 The Hindu Trinity

People like the idea of the trio and so I did mostly trio.—Jimmy Smith

In the Hindu trinity, there exist Brahma, Vishnu and Shiva. Lord Brahma is the first member of the Brahmanical triad, Vishnu is the second and Shiva is the third. This researcher–author would subscribe to the fact that each negotiator has a set of values and that set of values (which are held dearly, close to our hearts; Low 2002a, 2005) can contribute and lead to a negotiator’s style or way of negotiating.

The core values are long-lasting beliefs about what is worthwhile and desirable makes a person let alone a negotiator. A person’s action and practises may then come or are derived from these core values.

In Hinduism, it is said that an individual’s subtle body is made up of his mind and intellect, that is his entire thoughts. A person’s subtle body is responsible for the creation of his gross body and also the world that he experiences. The individual’s thoughts determine the type of physical body he possesses. The same thoughts are also responsible for the kind of world and universe that the individual experiences around him. As the thoughts merge, so does the world. If a person has good thoughts, he sees a good world. If an individual’s thoughts are bad, he sees a bad world (Rudra Centre 2007).

8.3.1 The Brahmanic Negotiator

Similar to a person who is not attached to external pleasures but enjoys happiness in the Atman (soul), the person who perceives Brahman in everything feels everlasting joy.—Bhagavad-Gita 5.21

Similar to the Brahmanic drift: “as the thoughts merge, so does the world”, these core values act as a compass in improving companies and businesses—in fact, in improving negotiators and their ways too.

If the company or the negotiator is in an acquisitive mood, then the negotiator will build and increase his concern or empire. He will be more of a Brahmanic negotiator.

The Brahmanic negotiator prepares for the negotiation with the OP. He establishes contacts with the OP. With his contacts and using third parties, the Brahmanic negotiator also lobbies, makes phone calls, persuades and effects his own

influencing ways over his OP. And this is done even before the official or formal negotiation session. He concentrates on the prenegotiation phase of the negotiation process. He attempts to make whatever connections with the OP are possible even before the formal negotiation.

Before the negotiation, the Brahmanic negotiator may chat informally with the OP. At times, he may even contact the OP and use this contact to influence the OP. The style here is that the Brahmanic negotiator may also use industry gatherings and association meetings to meet the OP's people, knowing well that the decision makers do not exist in a vacuum. Breaking the ice, the Brahmanic negotiator also makes excuses to have phone calls, breakfasts or lunches with the OP's people. He thus connects with the OP even before the formal negotiation session.

The author also reckons that the Brahmanic negotiator would draw, attract or entice his OP, making the OP invest time in him so that he is more likely to make concessions to close the deal. Make the OP expend time and effort on you first. As a buyer, you don't just walk into a store and buy a fridge. You ask questions, ask about the competitive models and how they differ from the one the store rep is showing you. Get him to explain the store policies, warranties and maintenance service. Then leave the store and return the next day, and ask for the same person for more help. By doing so, you are asking your OP to invest his time and energy, and in most ways, raise his stake in the settlement. If you walk away without buying anything, he'll get nothing for his efforts. He would by your second visit want to go for closure, so be your OP's bird in the hand.

In the Brahmanic negotiation style, the strategy can also be seen to include appointing agents to negotiate on the company's or negotiator's behalf. When you hire a professional, be it a lawyer or a broker, he can be hard-nosed when the negotiator may not be. He can be the bad guy while you appear as the good guy, or vice versa. And if he is an expert, the OP knows that he cannot outjargon him. One can still control the decision-making, and when hiring an agent, don't give the hired gun all the decision-making powers. Indeed, his limited authority works to your advantage; he can draw concessions from the OP without being able to make any himself.

It would be better when you are hiring an agent not to let them know your financial situation. They may work better. Or they may work better when you have other professionals advising you on the side.

8.3.2 The Vishnu Negotiator

The drive behind life has lost none of its power; proof that, impelled by that drive, man can build as well as destroy; that in his nature is more of Vishnu the Creator than of Siva the Destroyer.—George A. Dorsey, *Why We Behave like Human Beings*

When the negotiation has been concluded and after things have been worked out and implemented, the relationship between the two parties needs to be nurtured. The core ways or common values familiar to the negotiators of both sides need to be preserved. Whatever practises or rituals have been adopted, permeated through or



Note that Vishnu is the god of maintenance. Here, the Vishnu negotiator's core values are maintained.

Fig. 8.2 The Vishnu negotiator (show the many faces of Vishnu)

are being practised are to be preserved, a common memory has to emerge. Here, the Vishnu principle is applied. Vishnu is the god of maintenance (Fig. 8.2).

The Vishnu negotiator's core values are maintained. Values and practises that promote high performance and integrity are promoted; an excellent negotiator is produced through hiring, practising and training. The Vishnu principle must come into being. Successes are perhaps even celebrated by partying, having meals and drinking. And institutionalisation must take place for the negotiators of either side or company to continue to negotiate, to be comfortable and relate with each other on a long-term basis.

There should be a follow-up after the signing of contracts and agreements. The Vishnu negotiator is a postnegotiation negotiator. Normally he is a people person and a team player. During the postnegotiation stage, he makes the OP feel good about the whole relationship with him and his company even if the OP actually incurred losses during the negotiation. If you “knock him down”, pick him up; make your OP feel good at the close of and after the negotiation. Make a phone call to him the next day, send a thank-you card or send him an invitation to dinner. Make your OP feel that even if he loses, he loses to a decent guy.

Within the Vishnu negotiation style and ways, one can also include the fact that the proposed agreement or draft can be passed to and fro for criticism, feedback, response and improvements. This may build consensus—in fact, painlessly—between the two negotiating parties, hence it keeps up the relationship. By the process of revising a little bit each time, you avoid the bloodshed or deadlock and produce an agreement with your OP and you can both live with.

Additionally, the negotiator preserves his cool and remains composed. It is said that Vishnu is often shown as reclining on a *Sheshanaga*—the coiled, many-headed snake floating on cosmic waters that depict the peaceful universe. This pose represents the calm and patience in the face of fear and worries that the poisonous snake depicts (About.com: Hinduism 2008). The message and application here is that negotiators should not let fear overpower them and disturb their peace. Otherwise, they may lose their composure and confidence.

8.3.3 The Shiva Negotiator

The logic is simple: if you do the right things, the right things will happen to you even without your intent.—Sadhguru, *Adiyogi: The Source of Yoga*

George A. Dorsey As the Hindi proverb goes *mare bina swarg nahi milta*, meaning “without death, there can be no heaven”. With death comes new life. By eliminating bad negotiation practises, new and good practises can be put into place and be nurtured. Shiva is the god of destruction. The Shiva principle—that of destroying or eliminating bad practises—should be applied and come into the picture. Bad practises such as being overconfident and not being punctual when meeting the OP need to be weeded out. They are culturally insensitive or non-empathetic and do take care of the needs of the OP (Fig. 8.3).

Workflows and bottlenecks in the company’s processes and procedures may also be studied, and bureaucratic obstacles and paperwork blocks are eliminated or reduced. The use of mystery shoppers and service recovery audits with checklists is put into place to eliminate bad customer service practises while promoting values of service excellence (Low 2002b, 2006, 2008). All these are done to better the relationships with customers/OPs so that the company can negotiate well with its OPs the next time around.

In applying the Vishnu principle to the company’s corporate culture, one may also deploy certain knowledge management strategies and techniques (Low 2008). The corporate culture, know-how and experiences of the company, including negotiation ways, is systematically documented, applied and transmitted to the employees. To promote information and value sharing, dialogue among the corporate members is fostered; and shared facilities and informal learning among the company’s key negotiators are encouraged.

What is advocated here is that a company or a negotiator should have all aspects and ways of negotiation of the Hindu trinity, each of the three postures and ways of

The Shiva principle –
that of destroying or
eliminating bad
practises – should be
applied and come into
the picture.



Fig. 8.3 The Shiva principle (shows the statue of Shiva)

negotiation. Thus far, the Brahmanic (the creator) negotiator takes care of preparing himself/the company to lead a negotiation and create a relationship with the OPs. The Vishnu (the preserver) negotiator is needed to build, follow-up and nurture the company's relationships with its OPs, particularly after the signing of the contract(s). The Shiva (the destroyer) negotiator seeks or attempts to destroy and weed out bad negotiation practises that may harm the relationships between the two negotiators and companies.

Positive approaches and ideas ensue, and amazing things can happen when one starts to pray. Prayer time is never wasted time, as prayers mean you trust the universe or God. A devout Hindu would also pray for a negotiation victory, and the universe or God will supply him with the strategy. Prayers add to your confidence as a negotiator.

The above is the researcher–author's interpretation of the ancient Hindu holy books as seen from his perspective. Many people will read the *Bhagavad Gita* and there will be several, if not, many interpretations. And whatever angle the reader may take, it is hoped that the above points will assist him in understanding more about the philosophies, thinking and motivations of an Indian negotiator.

Let us next discuss negotiation lessons as gleaned from the chief ways of Hanuman, the monkey deity.

8.4 Hanuman and Negotiation

Nothing is unattainable, my Lord, to him who enjoys Your grace. Through Your might, a mere shred of cotton can surely burn a submarine fire (the impossible can be made possible).—Tulsidas, *Ramayana*

Lord Ram gave Hanuman a quizzical look and said, "What are you, a monkey or a man?" Hanuman bowed his head reverently, folded his hands and said, "When I do not know who I am, I serve You and when I do know who I am, You and I are One.—Tulsidas, *Ramcharitmanas*

From the *Mahabharata*.

Anusasana Parva Sect. XVII (translated by Sri Kisari Mohan Ganguli) (Fig. 8.4):

Upamanyu said: (Mahadeva) Thou art the mighty ape
 Hanuman that aided Vishnu in the reincarnation of Rama
 In his expedition against Ravana (the demon king of Lanka).

Hanuman, the great monkey deity and popular among the Indians/Hindus, is the symbol of power and strength. The mighty ape helped Lord Rama of the Ramayana in his expedition against the evil forces. Believed to be the avatar (soul) of the god Shiva, Hanuman is worshipped as the symbol of physical strength, perseverance and devotion. Courageous, he is also known for his selfless service.

Here, we can infer the negotiation ways of Hanuman, and can emulate the qualities of Hanuman in the negotiation process. Hanuman as Lord Rama's emissary and negotiator is an ideal negotiator. A good negotiator should indeed be perceptive,

Hanuman, the great monkey deity and popular among the Indians/Hindus, is the symbol of power and strength.



Fig. 8.4 Hanuman (shows the statue of Hanuman)

tactful, cool-headed, ethical and humble. He should also have a complete command of the situation. Expressing his ideas in a simple language, the effective negotiator needs to have a sense of humour to break the monotony. Using humour can make the negotiator appear friendly; besides, it can lead the negotiator and even the OP to see different perspectives, and perhaps refreshing angles.

The character of Hanuman indeed teaches us of the unlimited power that lies untapped within each one of us. Hanuman directed all his energies towards the worship of Lord Rama, and his undying devotion made him become free from all physical fatigue. And Hanuman's only desire was to go on serving Lord Rama. In this author's view, the key lessons derived from Hanuman's unlimited power are that as negotiators we need to build our strengths and self-confidence. Knowing himself well, the Hanuman negotiator needs to overcome the obstacles, avoid deadlocks and positively create ways to benefit all parties involved in a fair and equitable way.

Hanuman has several tricks and weapons under his sleeves. He could transform his body to change into its smallest form, or make himself big. He could increase or decrease the size of his body at will. Hanuman could also change his shape. When fighting with his adversaries, Hanuman plucked and changed his hair to assume the forms of his many lookalikes to distract or confuse his adversaries.

At times, he speaks in sweet words with affection. Indeed, one of the hallmarks of a good negotiator is that he should not be rigid. A good negotiator should be flexible enough, applying any or several of his strategies and tactics to attain his goals.

Like Hanuman, a good negotiator should also exercise self-control. While roaming about freely in the palaces of Ravana and even the Puspaka plane, he came across damsels who were half naked because they were enjoying conjugal pleasures and were drowning in the effects of intoxicating beverages. Suddenly, finding the virtuous Mandodari sleeping in the chamber of Ravana, he took her to be Sita and rejoiced for a moment—but again, good sense prevailed upon him, and he realised that she could hardly be Lord Rama's spouse. When he came out of the place, he soon realised he had visited those damsels in search of Sita and not to seek pleasure

and while doing so, his mind was never infested with passion. He then realised that he had done no wrong. In the same way, a good negotiator should exercise immense self-control, and not succumb to or be swayed by his emotions.

It should be noted that the Hanuman mantra—Sri Hanuman Calisa—is also chanted by Hanuman devotees, and this will accordingly raise their level of confidence. Needless to say, at the practical level, confidence is critical for the negotiator. And interestingly, if one believes that one has the confidence, strength and power, then one becomes confident, and feels strong and powerful (that perception of oneself in itself during negotiations is so important), and that would be an added advantage when negotiating with OPs and others.

8.5 *Bhagavad Gita* and the Art of Negotiation

The most beautiful things in the universe are the starry heavens above us and the feeling of duty within us.—Indian proverb.

At this point, we will discuss the *Bhagavad Gita*; the *Bhagavad Gita* has many lessons to be learnt. The author will relate the *Bhagavad Gita* to negotiation—how he sees it or his interpretations in relation to negotiation.

To negotiate successfully, one needs to adopt a win–win stance with one’s OP. As said earlier, the successful negotiator needs to know the needs of the OP. It is quality negotiation time with the OP, finding out the OP’s needs and fulfilling the needs of OP as well as that of the negotiator that is important. According to the *Bhagavad Gita*, one who realises the higher self or God thinks of God all the time. Note also that one can pray to God as many times as possible, yet perhaps one remains far from him, why? It is not only the prayers that count but it is also the intensity of the prayers that counts. Quality is more important than quantity. In the same way, the quality of the relationships between the negotiator and the OP will assist the negotiator to close the deal well.

The *Bhagavad Gita* shows us how to live in this world and, accordingly, do our duty. The world in which we live is said to be a world of illusion. Out of ignorance and egoism, we attach ourselves to this world. We build our desires and do things not according to our true nature and purpose. We remain chained to the cycles of births and deaths. In the same way, negotiators should seek to satisfy or fulfil their needs, give or exchange and also fulfil the needs of the OP. Do not attach too much to one’s own needs. Attend to the needy, not the greedy.

In the first chapter of the *Bhagavad Gita*, the opposing armies stand poised for battle; Arjuna sees cousins, relatives and friends on both sides. Aggrieved, Arjuna weakens, and his mind is bewildered; he can’t think straight. He does not want to fight.

Through the *Bhagavad Gita*, we learn that each of us needs to be engaged in some sort of activity in the material world. However, our actions can bind us or liberate us from it. If we act for the pleasure of the Absolute or Supreme, we’ll be unattached and can free ourselves from the law of karma (action and reaction) and receive the transcendental knowledge of the Absolute (Supreme). Perhaps, here

when applied to negotiation, it teaches us to be focused on our core values or bottom line or what we strongly believe and see as critical and essential to us. Most scholars believe that through the *Bhagavad Gita* the individual can learn *Yoga-sastra* and when fully grown or equipped with this knowledge, one can free oneself from conflicts, fear, agitation and guilt. And one also learns *Brahma-vidya*, knowledge of the whole, and this frees one and one then becomes mature by yoga, and has something more to achieve—total freedom, generally known as *moksha*. To know Brahman is to know the truth about oneself as a whole, as complete. Overall then, *Yoga-sastra* enables one to gain maturity as a person, as an individual helping one to be composed and tranquil, yet free—in short, a cheerful person. One can then grow to gain *Brahma-vidya* knowledge that enables one to be whole, the knowledge that frees one from the notion of being a small, limited mortal being.

Clearly, an attached mind is full of desires and it is not stable. The *Bhagavad Gita* teaches the devotees to be detached, and not to be clouded by desires. One stabilises one's mind by self-discipline, overcoming one's desires and controlling the activities of one's senses. In negotiation, when one is detached, one negotiates, taking time to look at the facts and figures; no personalities or egoism is involved. When one is too attached to one's needs, one becomes inward looking and may even fail to understand, if not unempathetic, to the OP. Besides, when one is attached or when one's emotions are mixed up in what one is trying to achieve, it is difficult to be detached, logical and open to suggestions and change. (Nonetheless, there are occasions when a sincere heartfelt plea can move people into considering or favouring actions they might otherwise not have considered because they had not realised how strongly feelings are involved.)

One should also assess objectively emotionally charged pleas from one's OP. Focus on the problem and not the person or people. Focus on how one can better achieve an outcome that is equitable and satisfactory to both parties.

Interestingly, the teachings of the *Bhagavad Gita* are not in doubt, though they lend themselves to many interpretations. To most Hindus/Indians the *Bhagavad Gita*'s invocation of the person who has cultivated and attained complete equanimity, moved excessively by neither sorrow nor joy, is the *Bhagavad Gita*'s enduring image.

To other Hindus, the *Bhagavad Gita*'s most dramatic moment happens in Chap. 6 of the holy book. Krishna has been talking to Arjuna as one human to another, and Arjuna forgets that he is in the presence of Lord Krishna himself. Then theophany occurs as Krishna reveals to Arjuna the true majesty of his form. To this, one can add that negotiation or better influencing should be done between and among equals.

8.6 Some Practical Tips

A smile you sent will always return.—Indian proverb.

Here are several practical tips when negotiating with Indians.

1. Just like negotiating in any other country, it is good to know the basics of Indian culture when negotiating with Indians.

Although the majority of Indians are Hindus, there are some Muslim Indians. When one visits a Hindu temple, do not touch the statues or smoke. Also note that some temples in India prohibit foreigners from entering the temple proper, so please check with the locals before visiting any Hindu temples. As Hindus, the Indians hold cows sacred and therefore one should avoid leather items. Unlike the Chinese, who prefer even numbers as they reflect pairs or good luck (as a Chinese saying goes, “good luck comes in pairs”), at any time when giving money to Indians give in an odd number, such as \$11 rather than \$10.

Like the Chinese, Indian businesses tend to be typically secretive, centred on hierarchical relationships. Note that the Indian culture is paternalistic, and age is very much respected. Traditionally, businesses have been family owned and tend to remain that way for several generations.

The author would also say that, in general, the Indian community is rather conservative. Public displays of affection between the sexes are heavily frowned upon. Stand apart from women and do not converse with them unless you have been introduced or are in a group situation.

2. Bargaining or negotiation is part of Indian daily life. In a typical commercial setting, established chains and supermarkets may not encourage this practise much, but it is very common, and almost expected, when dealing with small vendors and stall sellers. From a corporate business point of view, negotiation is expected, and the OP team typically plans their conversation expecting negotiation. The initial price for a product or service may typically be set expecting a degree of negotiation.
3. Proving or establishing one’s place is important in the highly networked Indian business community. Bring in or weave your accomplishments and contacts into conversation with style to earn respect and gain introductions.

Create rapport and build personal relationships; they are vital for business success with Indians. Relate well with them. Especially lend your ears to the Indian negotiators, let them talk. Perhaps this will make them feel pampered. It is said that Indians can be “poor listeners as being very vocal has been a national trait, especially when attempting to show superior knowledge or in expressing personal opinions” (Bhasin 2007, p. 52).

Business people in India talk much over tea, lunch or dinner. Veteran Indian negotiation hands have attested that for an extended period they often witnessed business people discussing personal details, sports such as cricket or football, politics and many other subjects of interest. Official business is often discussed only when each party is comfortably settled, and, in fact, when each has the feeling that they know each other.

4. Notice your OP’s family members, especially if (s)he has (they have) newly-minted MBA sons, as family-owned businesses are the majority of organisational structures.

It is good and important to build good personal relationships with one’s Indian OP. And one should avoid discussing embarrassing issues, criticizing or arguing with a person in public. This is regarded as a breach of personal etiquette that is likely to be long remembered and can jeopardise a business deal or hinder future business negotiations.

5. Indians, when confident they are right, can be very direct. But an indirect abstruse or obscure style is applied to show respect; politeness, disagreement, refusal or avoid dispute and confrontation. Indians may overlap each other while speaking, increasing the volume and speed of their dialogue. If this is so, do not delay or wait for an invitation to speak. Simply jump in and talk over someone to make one's points.

Note that many Indians speak quite rapidly; with an accent not familiar to foreigners be they Americans or other Asian nationalities. If one experiences difficulty, the best approach is to ask them to please speak more slowly. Indians one would meet are multilingual, and may take offence if one implies their English is flawed or not so good.

It is then good to hire an interpreter if one is needed. However, generally Indians are alright at speaking and writing in English. Particularly if one is a Westerner, one should not speak too quickly as the Indian OP may not be able to understand one's accent or perhaps he or she is able to handle only a few sentences at a time.

The advantages of the interpreter, if hired, are that he can serve as a third party, and besides a third party can always be of help when interpreting things for the negotiator. Interpreters may play a minor role during the meetings, but should be consulted afterwards to see or evaluate the subtle nuances of what happened. A good interpreter could soothe or smooth things over or change phrases that may be threatening to Indians, for example negative comments or any sentences with a no in them.

6. Negotiators should bear in mind that negotiations in India have this particular characteristic: if the conversation is not going in the right direction for any of the negotiating parties, it is usual practise for Indians to say that they would like to continue negotiations at a later time. And do not take offence; interestingly, this is normally not seen as negative. Simply take it that an honest voice is louder than the crowd.

Additionally, it is important to note that either party if dissatisfied with the progress may tell the other that they may back out of the negotiations. This seemingly threatening stance is usually a negotiation tactic. Of course, the negotiator should bear in mind that the needs and desires of each party should play a role before this negotiation/bargaining strategy is applied. Overall, the negotiator needs to indeed know his goals, aspirations and walk-away reasons.

8.7 Checkpoint

Think About It

1. The Kathakali negotiator
 - Applying rationality
 - Bottom line matters
 - Strong planning prevails

- Integrity is valued
- Teamwork is stressed
- 2. The Hindu trinity
 - The Brahmanic negotiator
 - The Vishnu negotiator
 - The Shiva negotiator
- 3. Hanuman
 - Hanuman and negotiation
- 4. Some practical tips for negotiating with Indians
 - Know the basics of Indian culture.
 - Be aware that bargaining or negotiating is part of Indian daily life.
 - Create rapport and build personal relationships.
 - Avoid discussing embarrassing issues, criticizing or arguing with a person in public. It is considered as a breach of personal etiquette.
 - Hire an interpreter if one is needed.
 - Note the particular characteristics of negotiations with Indians, for example.
 - When things are not going to the OP's satisfaction, know that the usual practice is to prefer to continue the negotiations at a later time.
- 5. You just received a call from a friend and he introduced you to an Indian national who is in your town and he wants to meet to negotiate for a trade deal. What would be our preparations and what would you do in the pre-negotiation stage?

- 6. What are your thoughts on the Shiva negotiator and what would be your ways in managing a Shiva negotiator?

- 7. "When thoughts arise, then do all things arise.
When thoughts vanish, then do all things vanish."
Huang Po

How do you apply the above saying/quotation when negotiating with the Indians?

8. Your own pointers:

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Negotiation and the Martial Arts, Mastering the Art of Effective Persuasion: The Asian Perspective

9

Lord, help me to be a master of myself that I may be a servant to others.

Lord, help me to gain or draw strengths from my opponents.

A prayer

9.1 Introduction

A martial art can be defined as a system of techniques, physical and mental exercises developed as an effective means for self-defence and attack, both unarmed and with the use of weapons. Attack, counter-attack and the element of surprise are useful concepts not only in martial arts but in negotiations too. Indeed, there are many parallels between the practise of martial arts and that of negotiation and verbal defence. Negotiation and the martial arts do really share several things in common. Thus, in this chapter, we will examine the similarities between martial arts and negotiation and successful persuasion.

In the following section, we will examine the similarities between martial arts and successful negotiation ways (Fig. 9.1).

9.2 Similarities of Martial Arts and Successful Negotiation Ways

1. Being Systematic While Applying the Steps

Is this crucial?

All martial arts incorporate a system, one that is very systematic.

In aikido for example, there is Tao, a systematic or holistic view. In *silat* of the Malay world, which we'll discuss here in greater detail, the use of *langkah silat*

Fig. 9.1 Asian martial arts

A martial art can be termed as a system of techniques, physical and mental exercises developed as a successful means for self-defence and attack, both unarmed and with the use of arms.



(steps), or lower body meta movements, teaches the use of footwork. When combined, we have *dasar pasang*, or whole body flow. This is common to most Asian martial arts and is called *kata* in Japanese (<http://en.wikipedia.org/wiki/Silat>).

Before negotiations are conducted with the other parties (OPs), planning must take place. This involves systematic steps, which include good preparations. And in negotiations, a series of systematic steps help a lot. Research shows that lack of preparation causes more stress to negotiators (Low 2005a), and negotiators, to be successful, should work out the key planning essentials and “system”, perhaps checklists (Low 2006). Preparation helps to avoid making the mistake of identifying only a single issue to negotiate (Thompson 2006). Preparation also includes selecting the right people to be the negotiators in the management negotiation team and selecting various negotiation tactics (Hawkins and Hudson 1990; Hawver 1994). Preparation and planning mean being forewarned, and to be forewarned is to be forearmed (Low 2005a, 2006). Simply employing an experienced legal or contract negotiator in no way lessens one’s need to prepare for the negotiations. One not only needs data and information, but one also needs to do one’s homework, organise the data and information as well as to prepare the hired negotiator.

The *silat* steps are also said to be a series of simple steps. By the same token, in negotiations, simple solutions to complex problems have “a direct appeal to everyone” (Hawver 1994, p. 84). Take, for example splitting the difference or going 50–50 has an initial appeal of fairness and reciprocity to the OP yet it gives the user the advantage.

Since the movement and system of *silat* are based on the natural movements of the human being grounded in healthy thought (Mohd. Nadzrin Wahab 2005a), when negotiating the *silat* way—by being systematic, planning and applying the *langkah* (steps)—a calm soul is attained. Organisation in negotiations is critical. One should feel in charge (prepared and confident), know the flow (negotiation process) and confidently be able to manage the entire negotiation process (Low 2006). Negotiators should take their stand on the ground where they cannot lose (grounded in healthy

thought, ethically strong and hence they will be involved in natural movements or flow); these will benefit them tremendously (obvious victory).

In *silat*, being systematic and applying the *langkah silat* recognises the fact that emotions can be a large part of the proponent's baggage. For these reasons, as in *silat*, a calm soul is necessary when negotiating so that people are separated from the problem, and the issues are settled amicably with win–win solutions achieved.

Besides being in charge, the *silat* negotiator can also use the OP's emotional baggage against him or counter it. For one thing, when one is angry, one can't think well. Rage reduces our intellect. For another thing, when the OP is intent on hurting you, the *silat* negotiation practitioner, using *seni lidah* (Bahasa Malaysia/Indonesia, meaning “art of speech”), can confidently calm the OP down; he convinces the OP that he is mistaken in his assumptions. If he succeeds in converting the enemy to a friend, then it ends there. *Nothing* good ever comes out of conflict. War is a sure proof of that.

On one hand, the *silat* practitioner does not fight unless it is a matter of life and death. Victory is best won without battle or war (Chu 1992, cited in Low 2008a). The *pendekar* (“persons who have very good or exceptional mastery of Malay *silat*”; <http://www.geocities.com/~pendekar/articl1.htm> or *silat* warrior; this author's term) does not fight for petty reasons unless it is a matter of life and death (<http://www.geocities.com/~pendekar/article3.htm>). By the same token, a skilled negotiator—just like the aikido negotiator—wins even without negotiating!

On the other hand, although everyone normally aims to tie up negotiations with the least amount of fuss and wasted time possible, some days it just won't work. The skilled negotiator realises that on those days he should recognise this—he simply cuts his losses, and rearranges to negotiate later (A & C Black Publishers Ltd 2006).

2. Conquering Haste (Fig. 9.2)

Haste can lead to mistakes and slip-ups; martial artists and negotiators conquer haste; they need to be patient.

Fig. 9.2 One must avoid haste in negotiations



Haste can lead to mistakes and slip-ups;
martial artists and negotiators conquer haste

One should never give way to anger, and that is patience in both martial arts and negotiation. Anger clouds one's mind.

More specifically, martial artists often practise patience and discipline; this helps to build their character. Take, for example Kung fu. This actually means "time" and "effort", but it can refer to any endeavour that is approached with an attitude of slow and persistent perfection through time (<http://www.angelfire.com/home/indianmartialarts/>). Even the Malay *silat*, fighting by using techniques of self-defence, widely known in Indonesia, Malaysia, Brunei and Singapore, places stress on developing one's patience, perseverance and character.

Besides, it is said that, "he who conquers himself is blessed". Generally, martial artists believe that those who are patient in the trivial things in life and control themselves will one day have the same mastery in great and important things.

To add further, patience in both martial arts and negotiations is a virtue. When we are patient, we do not rush. We become more being than becoming. "Must we negotiate fast?" Low (2008b) also poses these questions: "Must all things be manufactured and be made it fast? Instant noodle style? To borrow Chu (1998, p. 9) words, 'let the water boil'". He cited (Chu 1998, p. 9) in the context of *doing less, achieve more*:

In order to boil water, you pour it into a kettle and place the kettle over a fire. These actions all involve expending energy. When you close the lid of the kettle, you let the water boil. If you become too anxious about the result and keep opening the lid, you hinder the process of heating up the water, and you delay its boiling.

Why the haste, why not be patient?

3. Applying Good Observational Skills

When one is patient, one has the time to observe and learn. One *silat* story speaks of a Sumatran woman who witnessed a fight between a tiger and a very large bird while fetching water from a well. Both animals, unfortunately, died in the fight. The woman's angry husband came to scold her for her tardiness but she blocked all of his attacks, remembering the movements of the fighting animals that she had seen earlier. The couple later formalised the art and founded the first style of *silat* (sometimes said to have been *Silat Harimau*) (<http://en.wikipedia.org/wiki/Silat>). Some Chinese Shaolin/kung fu fighting styles such as the monkey style and tiger style and others are also derived from animal fighting postures and stances.

These, in this author's opinion, reflect the importance of observations, post-mortems and reflections after each negotiation. A skilled negotiator is a skilled observer and a good learner. He audits his processes and methods after each negotiation and sees what he has done well, what his mistakes were made and what he needs to improve on.

Having an awakened mind, he is not confined to just fulfilling his needs but also wishes to fulfil those of the OP. He creatively attempts to achieve a win-win situation, mutually satisfying the needs of his OP and his own needs. He improvises and improves on his negotiation skills after each negotiation. He thus has a repertoire of

negotiation weaponry and skills to rely on. The skilled negotiator is also very pragmatic, thus reinforcing his “being flexible”; moving and thinking freely (Low 2005b, p. 15; 2006).

4. Upholding Self-confidence (the Keris)

Most *silat* proponent’s primary weapon is the *keris*, or dagger. The Malay *keris* is about loyalty and honour. Most Malaysians are familiar with the photographs of first Prime Minister Tunku Abdul Rahman, hand raised in the air, shouting *Merdeka* three times. Fewer know that in February 1956 in Malacca, when announcing the independence date, Tunku Abdul Rahman raised the unsheathed *keris* to symbolise Malaya’s achievement of independence (Suhaini 2006). In Malaysia and Indonesia, the *keris* has a reputation equal to that of the *katana* in Japan. Some *keris* were even said to give the owner supernatural powers.

Negotiation parallels?

Here, any negotiator should indeed be very confident, be daring and willing to ask questions of or pose questions to their OPs. When confidence is heightened, one feels less stressed (Thompson 2006; Low 2005a). Better negotiation preparations increase one’s confidence (Low 2005a, 2006). Self-confidence is, in fact, the negotiator’s *keris*. Asking questions is also more influential than making statements or simply stating demands. More of this “asking question” way will be examined later.

5. Being Positive

In aikido, when someone hits you, he gives you a present of his strength. To make full use of this present, you should know how to receive it. So also, if someone verbally hits you, he is giving you the chance to be mentally alert. In judo, you can cleverly give a verbal blow or throw. In aikido, you avoid the conflict, and thus the negotiator can then practise “winning without fighting”.

Besides, deals do go sour. If you are in the pit, as Kennedy (1994) points out, get out of it. If one cannot avoid the occasional lemon, get rid of it. One becomes positive and learns—after one has got out of it, study why one got into the mess in the first place.

Not only negotiation mistakes—but others too—are there for one to learn.

6. Applying Universal Love and Benevolence

Tae kwon do is practised, but does this mean that we can kick someone in the head? Tae kwon do learners can improve themselves physically and mentally by training, and much care and concern are applied within each practise session (Nauta 2005).

Additionally, most martial arts including the Tao style apply universal love and benevolence. Like the samurai warrior, the negotiator should apply much love and benevolence towards mankind. The samurai warrior considers himself as in unity with the universe. The experience of oneness is the most fulfilling and important experience we have, the highest of values. There’s this Zen essence and practise in the Japanese martial arts of samurai. Similarly, the late Bruce Lee, the ju-jitsu master once said this: “You and your opponent are one. There is a coexisting relationship between you” (Hyams 1979, p. 59). The negotiator, like a martial artist, also

needs to consider his OP as one with him, and he seeks to understand the OP's needs so as to attain win-win negotiation outcomes.

7. Seeking Common Ground

Being thoughtful and with the attitude of seeking the truth, common ground is sought.

Do not seek or create differences for even a single difference will set your OP and you apart; in fact, miles apart. Differences create some gaps, uneasiness and cracks in the rapport and relationships between two parties.

When the samurai deals with his opponent, he strives to achieve mutual benefits for all parties, and this is done with much dedication, sincerity and integrity as in the *Bushido* code.

8. Controlling Oneself

Kung fu, Shaolin, karate, aikido, *silat* and, in fact, all proponents of martial arts usually engage in a disciplined process of immersing themselves in the task at hand, with a calm mind that is keenly aware of their opponents.

Life is like a wild horse, it is better for one to control and ride the horse than be controlled by the wild horse!

One should control one's emotions lest they control one, and like the martial artist, the smart negotiator knows that he must maintain his cool. If one is angry, antagonism will provoke anger from the OP too. Anger begets anger. When one unleashes aggression and hostility towards the OP, it inspires aggression and hostility in return.

For the martial artist, anger rarely prevails. Here it is apt to quote what Thomas Jefferson once said, "Nothing gives one person so much advantage over another as to remain always cool and unruffled under all circumstances".

The martial artist bears that in mind and he never gets angry. The angry man will defeat himself his honour and "lose" his life. When one is angry, one will lose control of one's logic and will not be able to argue well. One will falter in one's arguments. Additionally, how will one control the OP if one cannot control oneself? Think about that as an essential quality of the martial artist—such as the samurai way.

In short then, like the martial artist, the successful negotiator is patient. He is observant, controlling his patience and organising his composure. When he sees an opportunity, he moves swiftly. After all, as one samurai maxim holds, to know and to act are one and the same.

9. Being Soft

Being soft is the heart and spirit of a sage that is applied to both martial arts and negotiation.

Gentleness is powerful (Thich 2017, p. 30).

Although judo is a martial art, its practices and methods are based around gentleness. Giving way to the strength of the opponent, adapting to and using it to your

advantage, you will achieve victory over the opponent. “The greatest martial arts are the gentlest. They allow an attacker the opportunity to fall down” (Heider 1995, p. 135). In Tai Chi, graceful hand movements are used. Gently does it, the opponent is then defeated and at times, not even aware that an attack is coming. It is said that:

The false master is quite ferocious,
 but possesses no real power.
 The Master does not make such a show,
 But his touch is as heavy as a mountain.
 (Chueh Yuan, cited in Lerner 1976, p. 119).

Aikido practitioners too subscribe to what Lao-tzu has highlighted, that is:

Softness triumphs over hardness, feebleness over strength. What is more malleable is always superior over that which is immovable. This is the principle of controlling things by going along with them, of mastery through adaptation.

In Japanese martial arts, *ju* (yin or soft) is taken as superior to *go* (yang or hard). Being soft has the effect of being firm. Being soft is very much like water; it flows yet it can even cut rocks over time. Even the mighty mountains, oaks and rocks yield to the winds and water.

Ever thought of applying the power of nice? Try asking courteously; it will have better results. Ask gently; request nicely. Asking politely is more influential, and indeed it is more persuasive (Fig. 9.3).

10. Using Non-power

In the Malay world of *silat*, the *pendekar* (a warrior) may appear or be recognised by others as an ordinary person, or even as a dancer. A *silat* master usually subscribes to humility, tantamount to the Malay proverb: *Baik membawa resmi padi (makin berisi makin tunduk), jangan membawa resmi lalang (makin lama makin tinggi)*. The English equivalent is “be like the paddy (the fuller the ear is of rice grain, the lower it bends); and not like the rank grass (which grows taller as it grows

Fig. 9.3 Being soft



Being soft has the effect of being firm.
 Being soft is very much like water;
 it flows yet it can even cut rocks over time.

older)". In fact, he may not even be recognised as a fighter (<http://www.geocities.com/~pendekar/articl1.htm>). Similarly when negotiating, it is better to appear powerless.

Here, there is a paradox. Interestingly, there is power in non-power situations (Low 2005b). Hawkins and Hudson (1990) speak of:

Apparent powerlessness can be as influential as high power. Ask any child!

Karrass (1994, p. 69) provides a further example; he aptly wrote "beleaguered debtors can turn upon creditors on the basis of no-power... (they offer) creditors a choice between accepting 20 cents on the dollar or nothing at all through bankruptcy. Most creditors accept the 20 cents". The banks have to do more to help them if they want to get them to pay back the loans.

Thus, perceptions of power should be the *silat* negotiator's basic tools in the influencing process. Depending on his objectives, the skilled negotiator then uses his weaponry of (counter) tactics to lower his perceived power as much as to raise it.

11. Going Beyond the Obvious, Finding the Needs of the OP

Yang lurus itu biasanya bengkok. Literally, this saying means that the straight is often bent. Within the *silat* context, things are *not* what they seem. A direct attack may be a deception or trap where a secondary attack may be hidden, often with weapons such as the *kerambit* (a short-curved knife usually in the shape of a tiger claw) which are small, hidden and deadly. Therefore, the *silat* guru normally advises his student to take a step backwards when attacked, and if the opponent continues with his attack, then one has given the opponent his chance, after which the opponent has come to a point of no return. If there are any hidden weapons, it is normally in the following attack that they will be revealed or there will be signs that there are unseen dangers hidden within the opponent's attack. These signs become more obvious especially when the opponent has lost control of his emotions, such as being overcome by utter anger or great fear (<http://www.geocities.com/~pendekar/article3.htm>).

Applying the *silat* style, the key to negotiating successfully lies in going beyond the obvious, finding out well the OP's needs. Create empathy (Koren and Goodman 1992). This is so critical as skilled negotiators realise that OPs or negotiators are people first (Fisher and Ury 1981; Low 2001). And people have their needs; needs motivate people to behave in the way they do or want to negotiate with us (Hawkins and Hudson 1990; Fisher and Ury 1981). Human nature has numerous needs, wishes and desires that need to be satisfied at least to some extent. The list of those needs could be endless, because people are different; thus characteristics, tempers, world views, lifestyle, experience, status, appearance, etc. are especially different. How can these numerous needs be classified so they are not lost or so they are revealed in this never-ending galaxy of needs?

One helpful framework to understand the OP's needs is to apply Maslow's (1970) hierarchy of human needs (Hawkins and Hudson 1990, pp. 32–33). Maslow (1970) suggested that human needs can be arranged into a series of levels, a hierarchy of

importance, which drives a human being. When a lower and more pressing need has been satisfied, the human feels the motivational shift to a new need at a higher level until the ultimate state of self-actualisation is reached. In fact, an individual will probably have degrees or percentages of satisfaction at each level. The greater this degree of satisfaction, the less influence on motivation a need will have. For example, an individual may have satisfied 90% of his physiological needs, 75% of his safety needs, 50% of his social needs, 30% of his self-esteem needs, and 10% of his self-actualisation needs. Here, Maslow's (1970) idea is applicable not only to individuals, but also to social groups too. Small organisations, groups of friends or teammates, couples, companies, schools, countries and whole societies can move up the hierarchy.

Low (2005a, p. 59; 2006) and Fisher and Ury (1981) urge negotiators to skilfully apply this needs' diagnosis: putting oneself in the OP's shoes. How one sees the world depends on where one sits. People tend to see what they want to see. What is problematic is that each party in a negotiation may see only the merits of its case, and only the faults of the OP's case. The ability or power to see the situation as the OP sees it, as difficult as it may be, is one of the most critical skills a negotiator can possess. It is not enough to know that OP sees things differently. If one wants to influence the OP, one also needs to understand empathetically the power of the OP's point of view and to strongly feel the emotional force with which the latter believes in it.

Work to feel the power of the OP's point of view. Scratch the surface further. Dig on! Probe well by asking the OP what he really wants. Hawkins and Hudson (1990) perceptively speak of diagnosing the OP's personal needs after uncovering the latter's organisational needs.

Ask your OP directly. Koren and Goodman (1992, p. 32) also advise one to "ask a lot of questions". The skilled negotiator asks questions not only in "the obvious way", and "what's said is just as important as what is said". The skilled negotiator prompts the right *open* questions (the five *Ws* and the one *H*: who, what, when, where, why and how). To check or confirm information from the OP, he also asks *closed* questions. These are questions that would elicit a yes or no answer or a brief factual response, for example "Can we meet tomorrow?" The skilled negotiator can also rely on *hypothetical or conditional* questions (for example, "If A is given, then what else would you require to make it sufficient for you?") to draw out the OP's needs. He then *listens* well to the OP to uncover his real or hidden needs.

However, the responses to the questions require much *openness* and *trust* between all parties. Trust must therefore be developed and nurtured, and the relationship must be well established to really uncover the OP's implicit needs. Through training and practise, the skilled negotiator should also be able to read the OP's facial expressions and/or body language to understand his hidden needs.

12. Resist Not!

The above implies that martial artists and negotiators need to be humble. Do not boast or be a show-off.

Humility pays.

In the winter months, the willow tree's branches that lie unbroken are normally strong and resolute. They have stood firm and resisted nature's opposing forces. When the wet snow falls on them, they bear the weight without flinching; normally after some time, they will give way; they break.

The branches that are flexible will remain unbroken. Resistance appears heroic, but it can be self-destructive, and this now brings us to the point that negotiators need to...

13. Adopt Style Flexibility

Most people want or wish they were suppler but do not do anything about it, because most flexibility training [for example, Yoga] feels like a strange form of torture or cause much discomfort. And one of the aims of both martial arts and negotiations is to be supple and flexible so as to apply a variety of methods and ways and to be more competent in what one intends to achieve.

Just like a good general of Medieval Times who would not use a battling ram when an arrow is sufficed, so also a good martial artist or a good negotiator knows his (her) tools (such as words/questions/ skills/techniques/tactics) and use them aptly and flexibly.

A good butcher knows what knife or knives, saw or equipment to use to carve and cut the pig's carcasses. The pig's carcass needs to be butchered to yield edible cuts: pork shoulder, pork belly, pork loin, pork butt (or ham) and the head.

The unsuccessful negotiator and the ineffective martial artist rely on a narrow range of techniques and tools. One should indeed not be using the same usual old technique or tactic since in doing so, rigidity takes away the effect of surprise onto the OP plus his (her) predicted or expected effects and (s)he can cleverly block the technique.

In both martial arts and in negotiations, a range of techniques and tactics must be deployed. In Judo, for example the range of techniques include nage waza (throwing techniques), katame waza (grappling techniques) and atemi waza (vital-point striking techniques). Note that the throwing techniques themselves are also many and varied with the purpose to unbalance the opponents' posture and throw him (her to the floor). Shaolin Kung fu, in another example, deploys a variety of techniques, both armed (using weapons such as broadswords, darts, double-edged swords, sticks, poles, spears and several others) and unarmed techniques include kicking, hitting, wrestling and grabbing. The Shaolin animal style Kung fu also includes Monkey fist, tiger fist, dragon fist, crane fist and snake fist as well as the praying mantis fist. And the skillful martial artist/successful negotiator needs to be truly conversant with the tools and range available—not to mention that they may also improvise new ways and better their existing tools and tactics.

Interestingly, in Karate, combinations and mixtures of fast and slow movements and ways exist; and when applying these to negotiations, one can safely assert that one should or can flexibly apply competitive (aggressive/forceful) and cooperative (friendly/collaborative) methods onto one's OP to achieve one's negotiation goals.

[Low (2011, p. 132) cited: "(Bruce Lee's) learning from the various martial arts, to some extent, contributes to the flexibility of the *Jeet Kune Do* fighter. And because

this style of fighting drew on various martial arts traditions, it outraged purists. But Lee did not care; he creatively danced upon the parapets of orthodoxy, laughing at those below who were too slow to share his vision of a multi-disciplinary approach to fighting. What more, as a leader in his field, Lee was also very much creative as well as ahead of his martial arts game.

For Bruce Lee, the softest thing cannot be snapped, and moving, the martial artist leader acts like water. Lee once said, “Running water never grows stale. So you just have to ‘keep on flowing.’” (Bruce Lee, cited in http://en.wikiquote.org/wiki/Bruce_Lee; also cited in Low 2011, p. 131).]

To be successful is when it comes to the crunch, the martial artist and the negotiator must indeed adapt and act flexibly. And it is the key to working out, executing or defending at one’s highest level and one’s increases one’s motion (an important against anti-ageing, hunched-over posture and rigidity).

Successful, the flexible martial artist/negotiator is like a wild rabbit; with two or three holes, it hides easily and escapes being shot by the hunter. Note that the Malay *silat* has a wide variety of defence and attacking techniques. Practitioners may use hands, elbows, arms, legs, knees and feet in attacks. Common techniques include kicking, hitting, tripping, sweeps, locks, takedowns, throws, strangles and joint breaking. Besides, *silat* has a hundred different styles or what is called *alirans*, or schools (Chen-Whatley 2008).

Silat may use some hard approaches such as *melipat*/moving forward in the attack by the other party; softer ways are also applied as in negotiations too. This implies encouraging the use of flexibility with a good mix of strategies and tactics. Interestingly, the *silat* tiger style, for example like the tiger has “the flexibility of a cat and endurance” (<http://www.silatpd.org/about.html>).

Thus, with flexibility “you can change to any position.... If you are like the water, you can escape through even the smallest of openings” (Lerner 1976, p. 122).

14. Warding Off Blows While Encouraging *Juah Beli* (*Selling and Buying/Bartering*)

Most martial arts allow for warding off blows, yet they encourage bartering or exchanges. This should be seen in the context of strategy and tactics.

Strategy is said to be broader in scope, and is long term in perspective when compared with tactics. *Langkah silat* (steps) is basically knowing where one’s destination is, and hence to should be seen as a strategy (<http://www.geocities.com/~pendekar/article3.htm>). To achieve distinct advantages, an effective negotiator should prepare his bait. Strategies and tactics need to be planned, thought through and acted upon.

In *silat*, the strategies and tactics include *helah* (avoid), *menghindar* (moving backwards or avoiding confrontation), *mengelak* (“a step to the left”), *menasihati* (“a step to the right”), *melipat* (moving forward in the attack by the opponent) and *juah beli* (selling and buying) (<http://www.geocities.com/~pendekar/article3.htm>). The *silat* practitioner can create the impression of weakness, such as imbalance, open targets, misses and various other tactics, to do the “selling”. The attacker then sees his opportunity to “buy” a win for a “cheap” price. Unfortunately, often the attacker

ends up paying dearly for misjudging the auction (Mohd. Nadzrin Wahab 2005b). Some of these *jual beli* (buying and selling) are obvious (in fact, to those in the know, they are veritable red traffic lights), whereas others are not. Use of a particularly high-stance Kedah style is said to dumbfound the Siamese counterpart because of the lack of a stance for the counterpart to climb and deliver his favourite head kicks. Another style involves curiously awaiting the enemy's attack by looking away, which could either be fortuitous or a problem for the attacker.

There is a Malay saying that goes, "Clapping with the right hand only will not produce a noise". Akin to *silat*—the softer style, the skilled negotiator normally encourages bartering or exchanges. "I do you a favour, you do me one in return". Exchange is not robbery; it generates good feelings. Exchange also helps create goodwill and build relationships between all parties (Low 2001, 2002). "Do as you would be done by. You will get what you want, when they get what they want" (Low 2001, p. 39). The law of reciprocity is thus a winning psychological way (Greer 2006; Cialdini 1993); after all, human beings generally try to repay in kind what another person has provided to them.

15. Applying the Right Use of Time and Timing

Everything has its own time and timing, as Lao-tze (verse 29) has pointed out:

There is a time for being ahead
 A time for being behind
 A time for being in motion
 A time for being at rest
 A time for being vigorous
 A time for being exhausted
 A time for being safe
 A time for being in danger

Time and timing are also very critical.

One martial artist speaks of "there are times when you should fight, and there are times when you should split" (Jim Lau, as cited in Hyams 1979, p. 141).

"So it is said that victory can be made" (Sun Tzu, cited in Cleary 1991, p. 46). In applying this to negotiation, one should remember to catch the OP at the right time. To be more persuasive, one needs to ask a favour from the OP when the latter is in the right mood. If a person is in a good mood, then he will be more willing to help.

There are *silat* strategies and tactics as mentioned by Mohd. Nadzrin Wahab (2005b) that should be assessed in light of the right use of time and timing. Those that deserve a special mention include:

When an opponent lunges to attack, the defender steps backward and with his best expression of fear on, lowers slightly and hunches his shoulders with his arms raised, palms facing forward at forehead level and cries sharply, "Wait!"

For a split second, the attacker hesitates; and any good martial artist will tell you that that is all the time in the world. The bent elbows protect the ribs from any stray strikes while the attacking possibilities are endless.

However, the most common follow through is a heel palm strike to the nose, followed by a rapid barrage of choice widow makers. ...(this) wins the fight.

In the *silat* negotiation way, the pause is effectively applied. Time is applied to either *menghindar*/avoid confrontation or *melipat*/move forward in the attack by the other party. The *silat* negotiator uses time as an ally. The *silat* negotiation-practitioner applies delays (*helah*/avoid) or time pressures (*melipat*/moving forward in the attack by the other party) accordingly to suit his objectives. He questions (*mengelak*“a step to the left”), answers (*menasihati*“a step to the right”) or even chooses not to answer questions (*menghindar*/ avoiding confrontation? Or *melipat*/ moving forward in the attack by the other party) accordingly to suit his strategies, tactics and objectives.

16. Applying the Right Words and Phrases

Negotiating, persuading others, is like painting an old boat. It needs to be scrapped, sanded and primed. If one’s first step is to open the paint can and dip in the brush, one might as well throw the paint away. Until the boat is scrapped, sanded and primed, it simply will not take the paint. Our minds are the same, negative words have to be scrapped and sanded, then we are persuaded when the speaker applies the right words.

These right words are vital; they are the verbal Judo or Tai Chi that the negotiator needs to rely on. This technique is closely related to such techniques as being positive and being soft. Both verbal judo and Tai Chi can be said to be the gentle art of persuasion that redirects the behaviour of others with words and generates voluntary compliance. Plato (cited in Karrass 1994, p. 78) once said:

If you have the power of uttering the word, you will have the physician and trainer your slave, and the money-maker will gather treasures, not for himself, but for you who are able to speak and to persuade the multitude.

Positive words, to paraphrase the *Book of Proverbs* (Proverbs 16, p. 24), are pleasant and they like a honeycomb, sweet to the soul and healing to the bones. In this respect, Low (2005c, p. 46, my italics) holds the view that positive words and language are certainly more attractive to the receiver or listener. They are more influential, having these effects (*of*):

1. Tell(*ing*) the recipient what can be done.
2. Suggest(*ing*) alternatives and choices available to the recipient.
3. Sound(*ing*) helpful, encouraging and has personal warmth rather than bureaucratic and cold.
4. Stress(*ing*) positive actions and positive results that can be anticipated.

Negative words and phrases can affect the receiver’s moods and he will not be receptive to the speaker. Such words can make the receiver feel in some ways to blame, not excited, not happy, less enthusiastic, moody or even insulted. The receiver is thus not persuaded. Perhaps verbal judo can be applied as follows. If you

want to move to a more positive communication, the first task is to identify and eliminate common negative words and phrasing. As examined in detail by Low (2005c), these negative expressions are quite common, and should be avoided whenever possible. They are:

1. Expressions that suggest carelessness:

You overlooked enclosing...

You failed to include...

2. Phrases that suggest the person is lying:

You claim that...

You say that...

You state that...

3. Demanding phrases that imply coercion or pressure:

You should (must)...

You ought to...

We must ask you to (insist)...

4. Expressions that imply that the recipient is not sensible or bright enough:

We cannot see how you...

We are shocked to learn...

We fail to understand...

5. Phrases that might be interpreted as sarcastic or patronising:

No doubt...

You understand, of course...

We will thank you to...

Positive phrases can indeed be taken as verbal judo or tae kwon do. Basically, they are not sarcastic, they are free from blaming, yet they are influential, and encouraging to the OP.

Here are some examples:

1. The information we have suggests that you have a different viewpoint on this issue. Let me explain our view. (Note the negative option: We disagree with you).
2. May we suggest that you.... (Note the negative option: You should be...).
3. If you can send us (whatever), we can complete the process for you. (Note the negative option: You have not filled in XYZ details. We are returning the form to you.).
4. One option open to you is.... [Note the negative option: We must ask you to (insist)...].

5. We can help you to (whatever) if you can send us (whatever). [Note the negative option: You ought to (should) do (whatever).].

17. Increasing One's Self-Discipline and Continuous Practice

In all martial arts, there is a need for self-discipline and continuous practice/improvement. There is this need to ensure that one clearly builds up one's stamina and persistence.

Where *silat*, for example is concerned, in many villages in Malaysia and Indonesia, it is quite common to have different *pesilat* (*silat* practitioners) meeting together and sparring in a soft and flowery way. Each then shows his own distinctive *Bunga* (flowery style), and yet each understands the other well enough to be able to spar in this soft and almost ritualistic fashion. A win can be signified by being able to take the opponent's headgear (*songkok*) or when the opponent falls in a very clumsy fashion. To the uninitiated, even among Malaysians, there seems to be no practical use for such activities and some even deride them by making comments such as *tepek lalat* (slapping flies, referring to some *silat* practitioners' style of slapping their hands against parts of their bodies). To the *silat* practitioners, however, embedded within these soft flowing movements are the secrets of their art, a way of developing their mind (*akal*), sensitivity and their techniques to a very sophisticated level (<http://www.geocities.com/~pendekar/articl1.htm>). Besides, perseverance skills are very important in *silat*. Without them, one's skills are marginalised or reduced.

Effective negotiators are both patient and persevere; they keep on practising (Low Kim Cheng 2005b, 2006; Lerner 1976). Here, it is apt to quote the Malay saying of *Sedikit sedikit, lama lama jadi bukit* (Bit by bit, slow but surely, a hill is created). In line with *silat*, when negotiating, the *silat* negotiator needs to be disciplined, has patience and is persistent even though at times such practises may appear ridiculously trivial or routine. The *silat* negotiator still prods on, practising and sharpening his saw.

Briefly then, just like the way *silat* or for that matter any martial artist builds and develops the martial artist proponent's personality and noble character, the martial artist negotiator also builds and grows his skills, mental-spiritual strengths and character.

Overall then, negotiation and the martial arts really have several ways in common, and if the negotiator follows some of the key principles of martial arts, then he can ensure his greater success when negotiating with or persuading his OPs.

18. Deploying Distractions (Tactics)

Appear slow, but act fast.

Appear fast, but act slow.

Appear foolish but act smart; the end of all these is to strike. And indeed strike hard.

In both most martial arts and negotiations, distractions (diversions, alternative paths, disturbances or tactics) are at times deployed to ward off blows from the OP.

The martial artist can be very skillful.

The one hand of the martial artist plays the role of a red herring, distracting his (her) opponent while the other hand may surprisingly move to strike his (her) opponent. In Judo, for example while the martial artist (makes arm movements) holds the opponent's shoulders, he primarily uses his legs to attack the opponent's legs to effect a throw, and this is called the sweep.

In other words, during the negotiation, while a kiss is applied (the negotiator praises the OP or gives a concession item to the OP), a kick is made and secured onto the opponent (the negotiator raises, makes or secured a huge demand, further forcing or coercing the latter).

19. Employing Surprises

Surprise! Surely so, yes, apply the power of surprise(s)!

To pull surprise constructively, we have to begin with an understanding of what surprise is.

Suddenly the martial artist or the negotiator increases his (her) speed, movements and actions. Fast movements and actions both in martial arts and in negotiations can also serve as surprises, especially when it is least expected by one's OP.

During the negotiation, an effective negotiator can give the OP a jolt or a shock. The introduction of a new drug by a pharmaceutical company, for example may give its competition a shake or a bombshell.

Note that in effecting surprises, the martial artists, in faking an attack, in actuality, retreats and when (s)he halts and forges a retreat, the martial artists unexpectedly engineer advances and attacks.

Surprise(s) must be applied to seize or overwhelm one's OP rather than one, as the negotiator, be surprised by one's OP (for example, her actions, tactics or schemes).

Here is a list of surprises you can create to spark a worthy cycle of more trust, more creative problem-solving, and cooperation as well as collaboration:

- Offer more choices or options
- Be friendly and very polite
- Suggest or offer more favourable terms and conditions
- Make yourself (seemingly) vulnerable
- Be humble
- Use "I"/"we"/"our" pronouns
- Use self-effacing humour
- Praise visibly or openly
- Compliment or offer an apology
- (Suggest to) extend a deadline
- Position or sit on the same side

And here are some unfriendly surprises that lead to a nasty cycle of doubt, dislike, defensiveness and negotiation stoppages or deadlocks:

- Offer fewer choices
- Portray toughness; act tough
- Show up late
- Offer fewer favourable terms and conditions
- Say one or two insults.
- Reduce the choices on the table
- Use “you” pronouns
- (Offer to) reduce the deadline
- Blame visibly or publicly
- Use an uncomfortable room with improper lightings
- Nitpick or be critical of the OP
- Be blunt, caustic or sarcastic

Surprises can be seen as negative but it can be effective if it serves one purpose of displacing one’s opponent. A negotiator may change his or her teammates, meeting place(s)/date(s) or times to throw one’s OP off his (or her) game and cause him (her) to make mistake(s) or a poor decision.

20. Preparing and Practising

Learn to nourish yourself... bring about your own skillfulness.

Practise listening.

Because both martial arts and negotiation are a dynamic interaction/ communication process (in negotiation, new information, concerns, emotions and goals may arise), martial artists and negotiators should also be prepared for handling likelihoods and aspects that may impede goal pursuit(s).

The successful negotiator must prepare and practise well. (S)he prepares and plans. (S)he plans and prepares.

There is no such thing as over-preparations or over-practices in either martial arts or in the negotiations.

Indeed just like the skillful Kung fu master, the successful negotiator practices and practices. (S)he is skillful because he practices often. (S)he attempts, rehearses, repeats and exercises often enough to improve and better his (her) skills/technique and tactics. (S)he observes, tries, applies and improves his (her) negotiating habits, methods and ways. (S)he keeps on polishing his (her) skills and ways; (s)he practices to goodness and skillfulness, if not to perfection.

21. Preferring Peace and Harmony

Both the successful martial artists and negotiators prefer to win without fighting. The martial artists prefer to win without even a punch or a blow and that is the best fight one can have.

Like the martial artists, excellent leaders (**negotiators**) are, a Chinese proverb goes, “those who seek harmony (and they) know how to find it”. Good leaders (**negotiators**) are team-players, and they secure peace and harmony among their followers and with others. (Low 2011, p. 131, **words in bold, author’s**).

Skilled negotiators are thus win–win players.

22. Being Aware and Realising the Goals/purpose

Connected to the preparation and planning is the fact that first, one needs to think well inside and out. Any aggression, anything that is on one’s mind needs to be dropped as soon as one enters the martial arts classes (“fights”)/negotiation sessions, otherwise one cannot concentrate on what needs to be done.

Second, one should always remember one’s goals/ purpose(s), and this is common in both martial arts and negotiations.

Focus and awareness of one’s goals/ purpose(s) are necessary to avoid and ward off distractions. In martial arts be it Judo or Tae Kwan Do, it is not about reaching the next belt; it could simply be to eliminate distractions and calm the mind. And in negotiations, distractions are barriers that stand in the way of successful negotiations. These barriers are, in fact, obstacles to effective communications. (Distractions may, for example include by delays in a meeting, changing team members, antagonistic behaviour of someone in the room or an uncomfortable meeting room).

If one has to do it, then one does it—just do it; be detached (Low 2011).

In martial arts, the goals can be, for example for protecting, achieving self-defence, helping the weak or improving one’s health. Deviate from it, and one would boast; not being humble or miss the whole point.

And in negotiation, to this author, the purpose should be not transactional (which is short-term based) but more, relationships (long-term based); like the successful martial artists, successful negotiators must seize any opportunity or chance to advance and be strategic, bringing growth and better relationships to the organisation(s) and people they are relating with.

Note that to the author, relationships are based on basic agreements, but they are more accommodating, and less rigidly detailed. Because relationships occur over time, needs and change needs to be anticipated and managed constructively rather ignored because it at times falls outside the scope of the initial agreement. Do note that relationships are dynamic and they are not cast in stone. Metaphorically speaking then, it is the water (denotes flexibility) that must fit into the size and shape of the relationships vessel. If one holds that view and attitude, then it is a long-term view of negotiations. It is also worthy to note that often negotiators fail to differentiate their focus and behaviour based on whether the desired outcome is transactional or relationship-based.

9.3 Checkpoint

Think About It

1. How and in what ways do you apply the martial arts pointers to negotiation ways?
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-

-
-
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2. Find out more about (at least two) particular martial arts, for example Karate and Tae Kwan Do and draw parallels between the martial arts and negotiation.

3. Find out or Google at least three (3) quotes or sayings of martial arts and apply them to negotiation/negotiation skills.

4. Find out more and answer to how would you apply Bruce Lee’s martial arts ways to successful negotiations.

Checklist

Similarities between martial arts and successful negotiation ways:

1. Being systematic while applying the steps
2. Conquering haste
3. Applying good observational skills
4. Upholding self-confidence (the *keris*)
5. Being positive
6. Applying universal love and benevolence
7. Seeking common ground
8. Controlling oneself
9. Being soft
10. Using non-power
11. Going beyond the obvious, finding the needs of the OP

12. Not resisting
13. Adopting style flexibility
14. Warding off blows while encouraging *juah beli* (selling and buying/bartering)
15. Applying the right use of time and timing
16. Applying the right words and phrases
17. Increasing one's self-discipline and continuous practise.

Your own pointers:

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Deadlock Breaking and Concession Making

10

Never promise more than you can perform.—Publilius Syrus

10.1 Why Do Deadlocks Occur?

Deadlocks are frequently faced in negotiations. Why?

Because both parties have not had their key needs met. They are not happy. Both parties are stuck on the content; they did not get their content (what they set out to get in the first place). As their first step, successful negotiators often accurately identify the needs of their other party (OP) that are not being met.

And then...

They normally realise that they need to move over to the process. They next attend to the process.

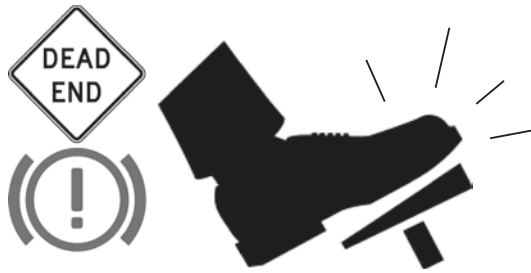
Indeed, one needs to push one's pause button! Stand away from the content, be a spectator and look at the overview. Don't lose sight of the wood for the trees. Ask for a break. You need a safety valve that will let some of the steam escape from the pressure cooker.

Perhaps there has been too much noise, too many demands here and too many demands there, made both by the OP and by your team/you, and as such the OP's needs have not been met. After reviewing the process of negotiation (note not the reason for the deadlock), the successful negotiator takes steps towards meeting an identified unmet need of the OP.

10.1.1 How to Break a Deadlock?

There is no hand to catch time.—Indian proverb

Apply a brake (Fig. 10.1).



**When deadlock happens,
apply brake(s) [have break(s)].**

Fig. 10.1 When a deadlock occurs, apply brake

Relax a little bit, and have a quiet time and apply the power of silence. Have a pause. At times, the most important thing we can do is to get away to a peaceful spot and take time for reflection. Be meditative. This is what this researcher–author calls retreat to advance. Interestingly, when we draw away for a time, usually we can see and hear much more clearly how to go ahead.

I always feel that there’s something refreshing and invigorating about retreating to a quiet and peaceful place. Silence is an environment and setting in which ideas, perhaps great ideas, are born. To rely on spiritual assistance, some religious people or Zen masters may feel that they need the time not to see people but to direct their whole attention towards God, the ultimate or the universe. Silence, so to speak, brings clarity of the negotiator’s mind and the heart.

Call for an official time out.

Indicate that you’ve got a pressing appointment, but you’d like to reconvene after lunch.

Leave the room and the building. Take a walk outside and reflect.

Skip over the points that are bogging both of you down and attend to them later. You find at times that your OP keeps on thrashing around a certain point without reaching an agreement or closure. And if this is really happening and instead of letting this affects the mood of the entire negotiation, suggest the sticking point be put aside for now and returned to after other matters have been settled. Indeed, if your OP and you find yourselves working well together harmoniously, both of you may find it easier to carry on in the same spirit over the point(s) of real contention.

Recollect previous good and happy associations or relationships between the two parties. Recap areas of agreement. When the common interests of both parties are looked into, and the two parties have had enjoyed good relationships, the discussions are very likely to go forward.

When faced with a deadlock it is also good to look again at the issue(s) involved. At times, the real irritant or issue(s) could be the third party; then decide to set the issue to one side to deal with it later and/or deal with it together to resolve the issue(s), bringing the negotiations out of the deadlock.

Sometimes during the negotiation, this happens: If the OP suddenly turns nasty, perhaps he or she may feel frustrated as you may have hit a nerve, never match fire with fire or give as good as you are getting. If you feel it is getting to you, switch off mentally for a moment to let the anger pass. Or ask to be excused, “Excuse me a moment, will you?”

Have a tea or coffee break or give the OP time to cool off. Go for a *teh-tarik* (milked tea that has been “stretched” to cool it, commonly done in street stalls in Malaysia and Singapore) or have a coffee-drinking session at a Starbucks outlet.

Change the people, the negotiators. Or change the number of negotiators from, say, two to one, or two to three or a team.

Change the negotiation place. Change the negotiation place from the OP’s place to neutral ground; perhaps, go to a restaurant instead. The change of negotiation settings may create a new atmosphere and it may change the moods of the negotiation parties involved.

Postpone the session or meet at a later time or date. Different time and timing may generate different moods and feelings and may change the way the negotiation goes.

Perhaps you may suggest bringing in a third party, a middleperson(s) or bringing in a common friend. Establish a task force, a team or a committee to look into things.

Change the pace of the negotiation. Or change the topic(s) of discussion—talk about any other things for the time being. Introduce a new subject, a new topic or new information.

Go off the record. At this point, we can also combine some of the above methods and come up with various ways to break the deadlock.

Ask for help. Engage and involve the OP. Ask for participation. Or find a bridging issue. Suggest a *quid pro quo* (compromise).

Skilled negotiators should know how to resolve situations where the negotiation process has slowed or stalled. At times, they apply split-the-difference and other cooperative techniques where and when possible.

If the OPs drag their feet, try to work out why they are dragging their feet. You may want to ask them directly if there is any reason why they are taking longer than normal to make decisions. You can also offer to tie up loose ends for them, such as preparing the documents for signing, collecting guarantee forms and/or checking legal issues. These can get things moving at a brisker pace again.

Applying humour is also another way to break the negotiation deadlock. Slow down, ease a little bit and have fun. During a negotiation deadlock, laughter may at times lighten the way ahead. One can have or enjoy a light-hearted moment with one’s OP, and this can indeed be good relief.

Next, provide a creative twist too. A skilled, effective negotiator is someone who is also creative; his or her imagination has wings that enable him or her to find ways to resolve issues and work together with OP to reach an agreement. You can always brainstorm with your OP to come up with solutions. Roger Fisher and William Ury (1981, 1991), the authors of *Getting to Yes*, have highlighted that “skill at inventing solutions is one of the most useful assets a negotiator can have. A creative option can often make the difference between deadlock and agreement”.

To break deadlock, you can also apply the Taoist tai chi or Chinese yin–yang (opposite) approach. Yang represents the male (for example heaven, sun, youth, growth, outer and activity), whereas yin represents the female (for example earth, moon, age, death, inner and passiveness). Reverse the process. Instead of talking about money or price issues, talk about non-price issues such as warranty and repairs. This can be a welcome relief as well as refreshing for all. Move from specific issues to general issues or vice versa. Reverse the situation and focus, and it can be quite a change, breaking the deadlock.

Look at different perspectives or frames. One way to think of perspectives is as a series of frames. Each time we adopt a particular viewpoint, we frame the things around us so that we can categorise them, understand them and respond to them.

Adopt a different frame or angle; for example take what De Bono (1985, 1999) calls the blue hat thinking. Look at the process of thinking itself. Most times, if we have reached a dead-end or deadlock, could it be that we're sitting on it? Are we too attached to one way of looking at things, for instance too caught up on the price issues; then perhaps we need to look at non-price issues such as repairs, warranties and other items.

Adopting a different frame also means that we should actually listen to the opposing viewpoint. Welcome different perspectives, welcome ideas. Perhaps, we should also adopt the view that we can listen, agree or implement suggestions as long as they will cause no harm. An important note for successful negotiators is to ensure that when ideas are challenged or countered, they are countered with respect and not with contempt. Such an air makes the whole negotiation affair friendly and as such, discussions get going.

This author reckons that deadlock sometimes occurs because we feel overwhelmed. Don't feel burdened. If we feel burdened, then we can't think straight. We instead feel tense. Act quickly to lessen this burdensome feeling.

One action strategy or step is, metaphorically speaking, not to eat the elephant as a whole. Chop it into pieces; otherwise, you'll get indigestion. So, mentally, get rid of this overwhelming feeling.

Basically, manage it. Break down complex negotiations into pieces and handle each piece at a time. Don't just, for example think in large terms about buying a property, but look at all aspects of the purchase—property valuation, agent's fees, broker's commission, pest report, selling price, lawyers' fees, construction costs, property development issues and the various financial aspects.

Indeed, complex negotiations are often better handled by fragmenting or dividing them up, and solving each problem at a time. Keep a list and check each item off as you go. And as you discuss these items individually with your OP, you will gradually work towards the main settlement.

Should you enter into a deadlock and feel discouraged, do not lose your cool. Stay composed.

10.1.2 RE-SCREAM

Instead of being STUCK or trapped in a deadlock situation, one can also get creative when one applies RE-SCREAM strategies and ways.

Adopt a positive attitude and move forward. Every exit is an entrance somewhere else. Look at different angles and perspectives. Apply the RE-SCREAM approach. What is this RE-SCREAM approach?

RE-SCREAM stands for:

Rearrange the order or sequence, coming up with and present something new. Perhaps, you can think of rearranging the schedule or timetable or sequence of presenting the events, ideas or topics.

One can also rearrange or replace the physical location/tables and chairs and seating arrangements of the negotiation parties. One can also replace the negotiation setting.

Evaluate or look into the total deal or package at different angles to move the negotiations forward. Or

Look or relook at the non-product or service side of the contract(s) or agreement(s).

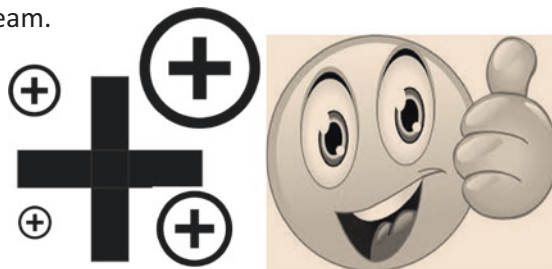
Substitute, for example one term with another term or condition. Substitute one arrangement with another arrangement.

Or one can also substitute the negotiation parties and/or one benefit such a warranty with another benefit, say, a free delivery. One can also substitute the product(s) purchased with other product(s) and/or service(s).

Combine perhaps a number of benefits and concessions, as a single group of privileges to make the negotiated package appear exclusive or inclusive, whatever or whichever that is appealing to the OP.

One can also combine a number of people to make up a new negotiation team (Fig. 10.2).

ADD (another) member(s) to the negotiations team.



**When deadlock occurs,
one can add to prevent and avoid it.**

Fig. 10.2 One can add in RE-SCREAM to prevent or avoid a deadlock

Reduce or minimise the requests or terms and conditions on one's part.

One can also hold back the benefits or reduce concessions given.

Eliminate, ask on one's part what can be omitted or deleted.

Eliminate certain "bad" clauses, "conflicting" conditions and/or terms. What can one understate or ignore to present something else? Perhaps, one needs to eliminate one's company procedures—certain bureaucratic methods or practices, streamlining processes or looking at effective ways of doing things so that the negotiation can work well for all involved.

One can also reduce the formalities involved during the negotiation process. One may want to discuss with the OP to reduce the paperwork, the rituals and/or the procedures needed for the negotiation to make progress and move on well.

Add, for example discounts, consider more of the OP's requests or make more concessions on your part.

One can add certain terms and conditions. One too can add another member to one's team. Or request the OP to add more members to their negotiation team.

Magnify or make big the concessions you have made to the OP, making the OP feel important.

One can make the OP team members feel BIG in their egos; one can also magnify the benefits given to them, making them feel great.

In all these cases, it would be better to involve your OP, discussing with the OP to come up with solutions, satisfactorily to both parties.

10.2 Concession-Making Principles

Ebenezer Scrooge was a miserly, very tight-fisted fellow. Getting a dime from Scrooge was like trying to wring water from a stone. Many would-be negotiators would consider Scrooge as the patron saint of negotiation and they prefer his miserly approach to concessions during negotiations.

My advice: Observe your OP's actions well, and read his intentions well.

Some negotiators insist on using the Scrooge approach. They are all take and no give. They prefer not to make concessions rather easily. Not rushing to give, "Scrooge negotiators" also let the OP make concessions first. They remain silent during the opening of the negotiation. They resist giving until the last moment. Intimidating, this tough Scrooge approach has a paramount rule: "Thou should not give any freebies". Certainly so, "Scrooge negotiators" make the OP "sweat" or work for the concessions that he is asking for. They may also resort to mild threats or pretend to be angry. These tough competitive negotiators will take pride in forcing you to give in first, manipulating you into giving up more than they do, and pressuring you to settle for less than they do.

However, in relationship-centred negotiation, we seek to build a cooperative, mutual-gain atmosphere when it comes to concession making. Much process (focusing on the ways, creating a favourable atmosphere and getting the OP to feel good; in short, it's how one manages the negotiation. That makes the difference between a skilled/successful negotiator and an unskilled negotiator) and face is given to the

OP, preserving his (her) self-esteem. Here, I strongly believe that our integrity and sincerity must stand tall. And when exchange is encouraged, the OP will be induced to be fair. Check the OP's needs and ask what he really wants or requires from us.

We can make small concessions gradually. The concession maker can make many small concessions to get major concessions. The effective negotiator should also increase the value and benefits of his concessions as he makes them to the OP. When, say, the seller makes a particular concession too fast and too easily, it gives the impression to the OP that the concession is not really valued by the seller. It, in fact, tells the buyer that there is more available and the seller is not being "generous".

An effective negotiator should ensure that the buyer understands the full value and benefits of the concessions he or she makes.

Indeed researches suggest that making steady concessions leads to more mutually satisfactory agreements in most situations. This tactic has been described as a soft or cooperative approach to bargaining. Gradually concede little things to the OP. For example, "I'll bring in the TV when I move in".

The hard-line/competitive approach to bargaining is to make all your concessions early in the negotiation and make no further concessions. For example, "If you both agree to have me as the third room mate, I'll bring along my air-con, colour TV and sound system and I've nothing else to offer".

You can seek or ask your OP's views and ask for feedback to create a friendly exchange atmosphere. Float trial balloons; make conditional statements or ask questions as these enable you to test the OP's reactions to your proposed or would-be concession(s). (You can also probe if your OP wants to move forward with the negotiation or he or she is just wasting time, playing power games.) "What if" questions (for example, "Tell me *what* you would perceive as the benefits *if* I give you XYZ?") can be used, moving the negotiation forward. Basically, trial balloons and "what if" questions increase options and alternatives.

It is indeed good for the negotiator when making concessions to create the perceptions of giving as many options and solutions as possible to the OP.

Our basic stand is that if we are ready to compromise, we expect the OP to do the same. If we are ready to make concessions, we expect a concession of equal weight, quantity or value in return.

Because the sense of fairness underlies most negotiations, we can appeal to the OP's ethics and morality. A subtle, "friendly pressure" on the OP is applied as in saying, "If I give you this, it's only fair that I get something in return". Or, "It is generally accepted as fair (ethical) for all parties if ...".

Alternatively, you can try the direct approach to further counter the Scrooge approach. Tell the truth and shame the devil! Suggest that you expect a shared give and take with mutual concessions/gains leading to a negotiated agreement. Confirm that the other side shares this attitude. Remind the OP to take a long-term view of things and that you/your company are their partners in business.

Note that where and when power is used, it is only used as the last resort. Bring the OP to his senses, not his knees. Win him over persuasively. The key is to use it to educate him—pointing out the consequences you are trying to avoid—rather than

force him into submission. Persuade him with the benefits of your offer/giving in and the plus points of his giving way.

When selling and before making a price concession, the seller needs to get the buyer's commitment to buy. He or she should perhaps say, "If I am able to lower the price by 4%, are you ready to sign the order".

On the other hand, the seller should also be prepared to withdraw the lower price or price concessions if the prospect or buyer doesn't buy. Remember that concessions are simply bargaining chips.

When making price concessions, the successful negotiator should do it thoughtfully; he or she can apply a pause and/or use a calculator to denote that the concessions made are really held in high value for the buyer, and let the buyer perceive it to be so.

Also, when price concessions are being made, the successful negotiator should also consider and even ask for non-price concessions. These can be combined or packaged with the price concessions. Non-price concessions that should be factored in when selling (buying) tangible products include services; and good negotiators should, in fact, bear in mind that these have monetary value to the individual(s) as well as the company through the time and expense involved.

There are various examples of non-price concessions, and these include:

Discount for early or immediate payment (Fig. 10.3)

Longer (re)payment period

Longer credit period

Extended warranty period

Samples

Tests

Trial run or use

Expert consultation and advice

Free use of machine or equipment



Fig. 10.3 Give discount for early payment

Free training session(s)/training of users
 Free training manuals
 Free literature or brochures
 Free paper supplies
 Free storage arrangements
 Free warranties for an allotted time period
 Service for a given period
 Free delivery
 Provision of legal advice
 Provision of spare parts
 Availability of a hotline or a help desk
 A longer contract period or time frame

The effective negotiator normally makes sure that the OP understands the value of the concession(s) made. Discuss the implications/consequences without threatening, and reframing the negotiation to deal with the problem of failure to agree. Ask the OP “reality-testing” questions about the implications of a failure to agree. Ask him to make a choice. Never close the door on the negotiations, but always give your OP that choice.

When making concessions, some successful negotiators also use the technique of finding the common enemy and buying the mind and heart of the OP. They sometimes blame the third parties, presenting circumstances such as the current bad economic times, the trade unions or falling local currency exchange rates and many other issues.

10.3 Checkpoint

Checklist

- Breaking deadlock.
- Look at common goals and interests.

How do you rate yourself when it comes to breaking deadlocks?

- Using some sort of a checklist.
- Looking at the overview, the process.
- Recapping areas of agreement.
- Skipping over the points that are bogging both of you down and attending to them later.
- Looking at how both parties can work together to get mutual gains for each other.
- Applying the pause button.
- Applying the power of silence.
- Having a break.

Postponing the meeting.
 Changing negotiators—the people, the composition and the numbers.
 Changing the negotiation place.
 Changing the negotiation time.
 Using positive/cooperative words to create a cooperative negotiation climate.
 Having a creative twist—reversing the process.
 Adopting a different frame or perspective.
 Applying RE-SCREAM:

Rearrange

Evaluate, *Examine* or look into the deal or package at different angles

Substitute

Combine

Reduce or minimise

Eliminate

Add

Magnify or make big

Checklist

You as a Concession Maker

Exchange is not a robbery.

How do you rate yourself as a concession maker?

Do you plan and prepare your concession making?

Do you know what you want to get as concessions from the OP?

Do you use some sort of checklist?

Do you observe the OP? Does the OP make concessions first or wait for you to make concessions? Is the OP adopting the “Scrooge negotiator” approach? Your response—the direct approach!

Do you observe the OP? Is (s)he budget-tight or bound? If so, how or in what ways can you assist him(her) to fit into his (her) budget? If not, is (s)he playing games and giving you the impression that he is budget-bound? If so, how can you persuade him (her) to your side (thinking)?

Do you consider the possible trade-offs?

Do you promote exchange or reciprocity with your OP? If so, how often?

Do you exchange (promote the exchanging) process for content, and make the OP satisfied or happy?

Do you give process (often enough)?

Do you make an effort to boost the OP’s self-esteem?

At the end of the negotiation, do you ensure a win–win for all parties? And that all parties get mutual benefits?

Your own pointers:

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Negotiating with the Various Types of Negotiators

11

Different strokes for different folks

11.1 Negotiating with a Man

The most difficult thing in any negotiation, almost, is making sure that you strip it of the emotion and deal with the facts.—Howard Baker

As a woman negotiating with a man, one must sensitively determine to what degree one will allow the societal norms to dictate how one will seek to influence or negotiate with one's male OP.

It is worthy to point out that for a lady negotiator, one epithet and practice to follow is "Never be scared to negotiate with a man".

Many women are afraid of negotiating and avoid it at all costs. But men respect women more if they negotiate with them instead of just stepping back and giving them what they want without a fight. Don't be an easy target or a softy!

11.1.1 Understanding Gender Differences

There's three things men always talk about—women, sports, and cars.—Mario Lopez

As a negotiator, one should also understand about gender differences.

11.1.2 Getting Down to Business

It is said that men want to look bold. And they go for it. In this aspect, this researcher-author was told that seeking a compromise or the middle way is not a masculine

trait, and men who do that in front of other men may look weak in their eyes. Although it might feel risky, staking out a bold position is assessed positively by other men.

On the other hand, women are more relational, cooperative and collaborative in negotiations. Women will use small talk at the beginning of a negotiation to develop a relationship before they get down to business. Men, on the other hand, will get right down to business. Men may want a woman to get to the point as swiftly as possible, and the small talk, to men, really does not accomplish that. Men can also be more competitive than women so they may be more focused on winning than a woman is.

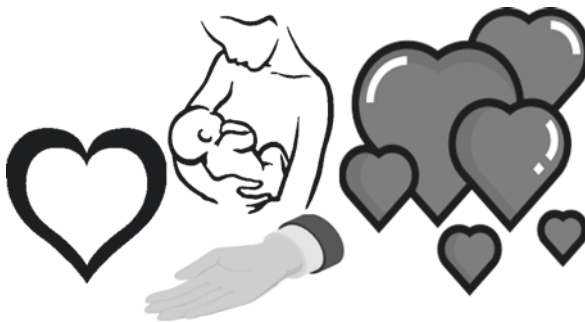
11.1.3 Ascertaining Credibility First

At the start of the conversation, show that one has knowledge in the negotiation subject area. For example, if it is a salary negotiation, tell one's male employee OP that one is aware of his achievements over the last year and list them.

11.1.4 Offering Nurturance

Let's be very clear: Strong men—men who are truly role models—don't need to put down women to make themselves feel powerful. People who are truly strong lift others up. People who are truly powerful bring others together.—Michelle Obama

It is also thought that women tend to be nurturers more than men. As a woman, this trait can serve one when negotiating with a man who wants to be nurtured. In a way, one should thus also consider how and when one will employ the use of empathy or sympathy. Empathy can be viewed as one understands while sympathy can be perceived as displaying pity. Most men do not want a woman feeling pity or commiserate for him; it slashes his male ego. But what's the harm, do empathise, sympathise and/or have pity (Fig. 11.1).



Be nurturing – offer your heart, give empathy or sympathy.

Fig. 11.1 Shows offer nurturance

11.1.5 Adopting a “More Direct” Communication Style

Based on the communication style of the male negotiator, a woman may choose to employ a “more direct” communication style. This may be apt with some male negotiators because men are inclined to be less nurturing and more direct (that is, let’s us go and get to the bottom line, say what one means and not beating around the bush and all that jazz). Again, depending on the man, either situation or a combination of both may be appropriate, thus the reason it is critical to understand the communication style of one’s male OP.

11.1.6 Speaking in the OP’s Language

The sweetest two words in any negotiation are actually, ‘That’s right.’ Before you convince them to see what you’re trying to accomplish, you have to say the things to them that will get them to say, ‘That’s right.’—Christopher Voss

To raise the perceived value and perspective of one’s offers and counter-offers, explain and clarify the benefits of these (counter) offers in terms that are understood by the other negotiator. Speak his language and consider speaking in pictures if appropriate. Remember, most men communicate differently than women. Knowing and understanding how words echo with one’s OP and his negotiation style of preference will allow one to communicate more effectively. This, in turn, will increase one’s negotiation opportunities and outcomes... and all will be right with the world.

11.2 Negotiating with a Woman

Keep an open heart. We are wired to find love.—Helen Fisher

As a man negotiating with a woman, one must sensitively determine to what degree the female OP allows the societal norms to dictate her when negotiating with men. Note that many women may not be too bold, if not afraid of negotiating with men and in most ways, avoid it.

It is also said that most women may not ask (“Women [nice girls] don’t ask”, Babcock and Laschever 2007) and thus may not negotiate.

However, more women are more likely to negotiate with men instead of just stepping back and giving the men what they want without a fight. These days, with more education and better training, women are getting smarter and better in negotiating and getting what they want—so don’t let them walk over you!

11.2.1 Understanding Gender Differences

Because you are women, people will force their thinking on you, their boundaries on you. They will tell you how to dress, how to behave, who you can meet and where you can go. Don’t live in the shadows of people’s judgement. Make your own choices in the light of your own wisdom.—Amitabh Bachchan

As a negotiator, one should also appreciate the gender differences when negotiating.

11.2.2 Showing to Be More Relational, Cooperative and Collaborative

After women, flowers are the most lovely thing God has given the world.—Christian Dior

Women are more relational, cooperative and collaborative in negotiations. True one may want to get to the point, but note that women, being more relational, they will use small talk at the beginning of a negotiation to develop a relationship before they get down to business. So, one needs to make some small talk to set the climate and the backdrop therein before moving in, and negotiating on the actual negotiating topic and content.

11.2.3 Attempting to Be More Nurturing

No struggle can ever succeed without women participating side by side with men.
—Muhammad Ali Jinnah

It is also said that women tend to be nurturers more than men. As a man, when negotiating with a woman, one should also consider how and when one will deploy the use of empathy or sympathy to win over the woman OP. Empathy can be viewed as one understands while sympathy can be seen as displaying pity. Most women do want a man feeling concern for her.

11.2.4 Adopting a “Less Direct” Communication Style

Man does not control his own fate. The women in his life do that for him.—Groucho Marx

Based on the communication style of the female negotiator, a man may choose to employ a “more indirect” communication style. This may be apt with some female negotiators because women tend to be more nurturing and less direct (that is, not quickly getting to the bottom line). Again, depending on the woman, either situation or a combination of both may be appropriate, thus the reason it is important to understand the communication style of one’s female OP.

11.2.5 Speaking in the OP’s Language

There are only three things women need in life: food, water, and compliments.—Chris Rock

To step up the seen value and perspective of one's offers and counter-offers, explain and clarify the benefits of these (counter) offers in terms that are understood by the OP. Speak her language and consider speaking in pictures if appropriate. Remember, most men communicate differently than women. Knowing and understanding how words echo with one's negotiation OP and his negotiation style of preference will allow one to communicate more effectively. This, in turn, will increase one's negotiation opportunities and outcomes... and all will be right with the world.

11.3 Negotiating with an Angry Person

For every minute you remain angry, you give up sixty seconds of peace of mind.—Ralph Waldo Emerson.

You are negotiating, and the OP is currently shouting and screaming at the top of his (her) voice. Do not ignite the bomb. (Note that more to one's advantage, as a negotiator, red-faced tempers, screaming and tears are never a good look and these may undermine the OP's sense of professionalism and self-worth.)

When discussing things with people and they burst with anger, I always remember this Malagasy proverb, that is "The barking dog gives you no power—it gives you fear". And if that is so, one needs to be strategic and recoup your power—do your sums or homework well. Argue with tact, finesse and professionalism while keeping your cool. I would add here, "Don't clash or contest with anger". Thich (2017, p. 22) pointed out that, "Angry words and actions hurt oneself first and hurt oneself most of all". Defuse the bomb in the OP. The methods are easy and non-violent; it is awareness and mindfulness. And tenderly hold one's anger within oneself; like this, one's anger will alter naturally.

Remember Thomas Paine's words, that is "The greatest remedy for anger is delay". Be patient; practise your patience.

Count 1 to 10. And/or say your A, B, C to Z.

Yes, if nothing else, do bite your tongue, and attempt (even if you are tempted to say something nasty and/or blurt out expletives) not to say anything to worsen the argument and/or aggravate the situation.

Allow the person to cool down. Say and use cool and cooperative words. Say that we would want to talk it out slowly and calmly. We want to settle the issue. We would want to settle the matter for the good of both parties.

Only when (s)he cools down, would (s)he hears out or listens to you, your side of the story. And not otherwise! And after (s)he has cooled down, even if you are angry, explain your anger; state your reasons.

Explain your side of the story. Do not express your anger. This will very quickly open the door to solutions instead of (further) arguments.

11.4 Negotiating with an OP Who Cannot Afford (Who's Afraid) to Lose

Let us never negotiate out of fear. But let us never fear to negotiate.—John F. Kennedy

In business, you don't get what you deserve, you get what you negotiate.—Chester Karrass

Negotiation in the classic diplomatic sense assumes parties more anxious to agree than to disagree.—Dean Acheson

“Your competition is going to throw in the Warranty contract for nothing. If you can't fit in that, we'll not have a deal”.

“I think we've actually worked out a pretty good deal here, but now you've got to meet my supervisors. If you thought I was tough...”

“Yes, I like your product, but your price is way out of the way. We're often paying half that much!”

“Our budget is very tight, you have to talk to us about discounts”.

“Let me tell you this: If you drop the price by 20%, I'll give you the trade. Once you're in our group, you know, you'll have a lock-in with our whole company. The volume will be great!”

“Look here, at *that* price, we're just wasting our time! Thought this was a serious bid! Who do you think you're talking to?”

This wasn't supposed to happen. You've invested a lot of time earning a customer's trust and goodwill. You've done needs-satisfaction selling, relationship selling, consultative selling, customer-oriented selling; you've been persuasive and good-humoured. But as you approach the close, your good friend the customer suddenly turns into Genghis Khan, demanding a better deal, eager to rob your company's fringe and scoot away with the profits. You're left with a bad choice: do the business unprofitably or don't do the business at all.

This kind of problem is nothing new, of course. Deals are done every day. But businesses that depend on long-term customer relationships have a particular need to avoid win-lose situations, since backing out of a bad deal can cost future deals too. Some buyers resort to hardball tactics even when the salesperson has done an out-and-out job of selling. The basis is that it costs nothing to ask for a concession. Sellers can always say no. They will still do the deal. But many sellers—especially inexperienced ones—say yes to even the most shocking customer demands. Astute buyers can lure even hardened salespeople into deals based on emotion rather than on solid business sense. So how do you protect your own interests, save the sale, and preserve the relationship when the customer is trying to take your meal? Or digging into your pockets?

Joining battle is not the solution unless you're the only source of whatever the customer needs. (And if so, you'd better be sure you never lose your monopoly.) Leaving the field is an even worse tactic, however, tempting it is to walk away from a really unreasonable customer.

Shockingly, accommodation and compromise are not the correct responses either. Often a 10% price discount will make a trivial difference in the commission,

so the salesperson quickly concedes it. But besides reducing your company's margin significantly, this kind of easy accommodation emboldens the OP, your customer to expect something for nothing in negotiations to come.

Compromise—splitting the difference, meeting the OP halfway—may save time, but because it fails to meet the needs of either party fully it is not the proverbial win-win solution. A competitor who finds an inventive way to satisfy both parties can, in fact, steal the business.

The best response to insistent but key customers is a kind of assertive passivity. Don't fight, but refuse to allow the OP to take advantage of you. Don't give in, just don't counter-attack. Duck, dodge, parry, but hold your fort. Always keep your door open. Try to draw the OP into a creative partnership where the two of you work together for inventive solutions that never occurred to any of your competitors.

There are several key strategies for moving an OP, a customer out of a hard-ball mentality and into a more helpful frame of mind.

11.4.1 Prepare by Knowing Your Bare Minimum (MiniMax) and by Having Several Variables You Can Work with During the Negotiation

Any negotiation has a limit. Otherwise, war is irrelevant.—Toba Beta, *My Ancestor Was an Ancient Astronaut*

Everyone agrees about the walkaway. Whether you're negotiating an arms deal with the Russians, a labour agreement with the UAW, or a contract you can't afford to lose, you need to have a walkaway: a combination of price, terms, and deliverables that denote the least you will accept. Without one, you have no negotiating road map.

Increasing the number of variables is even more important. The more variables you have to work with, the more options you have to offer; the greater your options, the better your chances of closing the deal. With an important customer, your first priority is to avoid take-it-or-leave-it situations and keep the negotiation going long enough to find a workable deal. Too many salespeople think their only variable is price, but such narrow thinking can be the kiss of death. After all, price is one area where the customer's and the supplier's interests are bound to be at odds. Focusing on price can only increase animosity, reduce margin, or both.

Instead, focus on variables where the customer's interests and your own have more in common. For example, a salesperson for a consumer goods manufacturer might talk to the retailer about more effective ways to use advertising dollars—the retailer's as well as the manufacturer's—to promote the product. By including marketing programs in the discussion, the salesperson helps to build value into the price, which will come up later in the negotiation.

The salesperson's job is to find the specific package of products and services that most effectively increases value for the customer without sacrificing the seller's profit. For example, an automotive parts supplier built up its research and

development capacity, giving customers the choice of doing their own R&D in-house or farming it out to the parts supplier. Having this option enabled the supplier to redirect negotiations away from price and toward creation of value in the product development process. Its revenues and margins improved significantly.

Even with undifferentiated products, you can increase variables by focusing on services. A commodity chemical salesperson, for example routinely considered payment options, quantity discounts, bundling with other purchases, even the relative costs and benefits of using the supplier's tank cars or the customer's. Regardless of industry, the more variables you have, the greater your chances of success.

11.4.2 Keep Track of the Issues Requiring Discussion

To be on the same page, we need to be in the same book.—Rahul Guhathakurta

Negotiations can get confusing. OPs often get frustrated by a seeming lack of progress; they sometimes go back on agreements already made; they sometimes raise new issues at the eleventh hour. One good way to avoid these problems is to summarize what's already been accomplished and sketch out what still needs to be discussed. Brief but frequent recaps actually help maintain momentum, and they reassure OPs/customers that you're listening to their stories.

The best negotiators can defuse even the most outspoken opposition by converting objections into issues that need to be addressed. The trick is to keep your cool, pay attention to the customer's words and tone, and wait patiently for a calm moment to summarize your progress.

11.4.3 Stress on the Value, Benefits and Gains to OP

Explain the value and justify the cost—People don't mind paying; they just don't like to overpay.—Chris Murray, *Selling with EASE: The Four Step Sales Cycle Found in Every Successful Business Transaction*

He who has learned to disagree without being disagreeable has discovered the most valuable secret of a diplomat.—Robert Estabrook

Be nice. Be polite.

Gently remind and/or stress the good relations and good feelings the OP has with your Company and yourself.

Highlight to the OP friendship (relationships) as well as the benefits of knowing and relating with you.

Good negotiators can often calm or soothe even the most outspoken opposition by stressing on the benefits and gains accrued or so far allocated to the OP. The mannerism is to keep your cool, pay attention to the OP's words and tone, and wait patiently for a calm moment to summarize your benefits and progress.

11.4.4 When Under Attack, Wise Up and Listen: But Listen First!

Note to the wise: whenever someone insists that he wants to buy something from you, but tells you there's no real value in it yet, two things are happening: he's lying, and you're being taken.—Mike Stackpole

Sometimes one pays most for the things one gets for nothing.—Albert Einstein

Gather as much information as possible from the OP. Once OPs have locked or sealed into a position, it is difficult to move them with arguments, however, excellent. Ordinarily so, persuasion is more a work of listening.

Here is an example from my own company. During a prolonged negotiation for a large training and development contract, the customer kept trying to drive down the per diem price of our professional seminar leaders. He pleaded no budget, cheaper competition and company policy. The contract was a big one, but we were already operating at near capacity, so we had little incentive to shave the per diem even slightly. However, we were also selling books to each seminar participant, and that business was at least as important to us as the services. The customer was not asking for concessions on books. He was only thinking of the per diem, and he was beginning to dig in his heels.

Here our salesperson stopped talking, except to ask questions, and began listening. She learned a great deal—and uncovered an issue more important to the customer than price.

The OP was director of Training & Development for a large corporation and a man with career ambitions. To get the promotion he wanted, he needed visibility with his superiors. He was afraid that our professionals would develop their own relationships with his company's top management, leaving him out of the loop. Our salesperson decided to give him the control he wanted. Normally, we would have hired freelancer associates to fill the gap between our own available staff and the customer's needs. But in this case, she told him he could hire the freelancers himself, subject to our training and direction. The people we already employed would be billed at their full per diem. He would save money on the freelancers he paid directly or use his own trainers, without our margin. We would still make our profit on the books and the professional services we did provide while he would keep control.

Besides, we were confident that the OP was underestimating the difficulty of hiring, training and managing the trainers. We took the risk that somewhere down the road the OP would value this service and be willing to pay for it. Our judgment turned out to be correct. True enough; within a half-year we had obtained the entire professional services contract without sacrificing margin.

It was a solution no competitor could match because no competitor had listened carefully enough to the OP's underlying agenda. Even more important, the buyer's wary gamesmanship turned to trust, and that trust shaped all our subsequent negotiations.

When under attack, most people's natural response or reflex is to defend themselves or to counterattack. For a salesperson in a negotiation, either of these will fuel an upward spiral of heated disagreement. The best response, however counterintuitive, is to keep the customer talking, and for three good reasons. First, new information can increase the room for movement and the number of variables. Second, listening without nondefensively helps to soothe any anger. Third, if you're listening, you're not making (content) concessions, but you are giving (process, the style and the way(s) you negotiate) concessions.

11.4.5 Assert or Establish Your (Company's) Needs

Negotiation is not a policy. It's a technique. It's something you use when it's to your advantage, and something that you don't use when it's not to your advantage.—John Bolton

Effective negotiators (as said previously) always focus on their OPs' interests—not their own. They learn to take on a customer perspective so completely that they project an uncanny understanding of the buyer's needs and wants. Too much empathy can work against salespeople, however, because sales-bargaining needs a dual focus—on the customer and on the best interests of one's own company. The best negotiating stance is not a single-minded emphasis on customer satisfaction but a concentration on problem-solving that seeks to satisfy both parties. Salespeople who fail to assert the needs of their own company are too likely to make unnecessary concessions.

The style of assertion is also extremely important. It must be non-provocative. "You use our service centre 50% more than our average customer. We've got to be paid for that..." will probably spark a defensive reaction from a combative customer. Instead, the salesperson should build common ground by emphasizing shared interests, avoiding inflammatory language and encouraging discussion of disputed issues. This is a better approach: "It's clear that the service centre is a critical piece of the overall package. Right now you're using it 50% more than our average customer, and that's driving up our costs and your price. Let's find a different way of working together to keep service costs down and still keep service quality high. To begin with, let's figure out what's behind these high service demands".

11.4.6 Be Determined to Seek and Commit to a Solution

Conflict is good in a negotiation process... it's the clash of two ideas, which then, all being well, produces a third idea.—Luke Roberts

Show clearly you are willing to explore and find solutions to make the deal, a win-win for both parties.

If a competitive OP senses that the salesperson is digging into a position, the chances of successfully closing the deal are dramatically reduced. A better approach

is to brainstorm or suggest supposed solutions. Compare these two approaches in selling a commercial loan.

“I’ll tell you what. If you give us all of the conflict resolution training business for your Taiwanese branches, we do the training for you”.

“You mentioned the conflict resolution training in Taiwan. Suppose you placed that entirely with us. We may be able to do a joint training with monies for the both of us”.

The first is likely to draw a counterproposal from a competitive OP. It keeps the two of you on opposite sides of the negotiating table. The second invites the OP to help shape the proposal. OPs or Customers who take part in the search for solutions are much more likely to wind up with a deal they like.

Some sales negotiators make the mistake of agreeing once and for all to an issue without making sure the overall deal still makes sense. This plays into the hands of a forceful OP trying to get the whole ham one slice at a time. It’s difficult to take back a concession. Instead, wrap up issues tentatively. “We agree to do Z, if we can come up with a suitable agreement on D and E”.

11.4.7 Leave the Most Difficult Issues for Last

The most dangerous negotiation is the one you don’t know you’re in.—Christopher Voss

Make it easy for the OP to negotiate with you. Go for the easy issues first.

When you have many points to negotiate, do not begin with the toughest, even though it may seem logical to start with the deal killers. After all, why spend time on side issues without knowing whether the hardest questions can be resolved?

Two reasons for this: First, resolving relatively easy issues creates momentum. Suppose you’re working with an OP who’s bound and determined to skin you alive when it comes to the key event. By commencing with lesser contests and finding creative solutions, you may get the OP to see the value of exploring new approaches. Second, discussing easier issues may uncover additional variables. These will be useful when you finally get down to the heart of the negotiation.

11.4.8 Start High But Do Salami-Slicing Slowly

Asking what I considered an impossible salary when I didn’t want to work for someone has boosted my pay again and again.—Ethel Waters

Competitive OPs want to see a return on their negotiation investment. When you know that an OP wants to barter, start off with something you can afford to lose. Obviously, game playing has its price. Not only do you train your OPs to ask for concessions, you also teach them never to relax their guard on money matters. Still, when the OP really wants to wheel and deal, one has little choice.

The OP too can pay a price for playing games. Don't always act-tough! Do not always be a Ivan (or Irvin) the Terror! A classic case involves an OP who always boasted about his deal winnings, presumably to intimidate and scare salespeople before negotiations got started. "I always leave the negotiating table a winner", he appeared to be saying. "You can bet on it!" What sales negotiators actually did was raise their prices 15–30% before sitting down to negotiate. They'd let him win a few dollars, praise his skill, then walk away with the order at a moderate margin.

Several studies have shown that high expectations produce the best negotiating results and low expectations the poorest. This is why sales negotiators must not let themselves be intimidated or frightened by OPs who always bargain every point. Once they lower their expectations, they have made the first concession in their own minds before the negotiation gets underway. The OP then gets to take these premature concessions along with the normal portion to follow.

A man I used to know—the CEO of Company selling stationeries to office companies—always insisted on absolute candour in all customer dealings. He'd begin negotiations by showing customers his price list and saying, "Here's our standard price list. But since you're a big chain, we'll give you a discount". He broke the ice with a concession no one had asked for and got his clock cleaned nearly every time.

The basic is always to get something in return for concessions (work out an exchange of concessions) and to know their economic value. Remember that any concession is likely to have a different value for buyer and seller, so begin by giving things that the OP values highly but that have little (incremental) cost on your part/your Company:

- Control of the process
- Quality assurances
- Colour and size of the product(s)
- Choice and selection of product(s)
- Delivery times
- Convenience
- Preferred treatment in times of product scarcity
- Information on new technology (for example, sharing R&D)
- Credit
- Customisation
- Service

There's an old saying, "He who gives first, loses". This may be true in a hardball negotiation where the OP has no other potential source of supply. But in most competitive sales situations, the sales negotiator has to make the first concession in order to keep the deal alive. Grant concessions in small increments, get something in return, and know the value of the concession(s) to both sides. Do be patient; yes, taking time may appear crazy to sales negotiators who have learned that time is money. But in a negotiation, rushing and not taking time can indeed cost money.

11.5 Negotiating with a Quiet or an Introvert Person

Silence isn't always agreement. Sometimes people no longer argue because they no longer care.—Joyce Rachelle

Introverted feeling types have a wealth of warmth and enthusiasm, but they may not show it until they know someone well. They wear their warm side inside, like a fur-lined coat.—Isabel Briggs Myers, *Gifts Differing: Understanding Personality Type*

You are presently negotiating, and there are much silence and passivity; the OP is very quiet and passive, and she is not making much facial expression or saying anything.

Note that an introvert has a source of energy mainly in their own internal world; they get their energy from their inner world (of thoughts and ideas). Introverts often delay, waver or pause to negotiate for what they truly want—whether it's a higher salary or a better business deal. You have to be patient; and you should stop talking. Instead, draw out the OP and ask questions. Start and/or ask open-ended questions such as “What do you think about continuing this way?” or “What are your views on XYZ?” [Open-ended questions are questions that cannot be answered in one word, usually “yes” or “no”].

Give time for the quiet or introvert OP to answer or reply to you. Say, “Perhaps you will get back to me later, say after 5 min thinking about it”. Or respond with a “You may want to pen your thinking and get back to me later; how about tomorrow, I will come to your office at 3 p.m.?”

Further, avoid the desire to fill gaps. After you speak, be silent: After you craft a statement or request to your OP, keep away from the instinct to tack on follow-up questions and explanations. Instead, use silence. This gives the other person space to be thoughtful and thorough about their response to what you said, and it permits your statement to go in and explain. It also lets the other person to answer openly to what they found most critical in your sentence, rather than to a narrow follow-up query or question.

Practise keen listening. You may be silent, but that does not signify you are not engaged. Demonstrate that you are still part of the conversation, ready and willing to hear more by having open body language and making your eye contact with your OP. If the silence continues, sit back in your chair and shift your eye contact to remove some pressure from the OP. Once they are done speaking, try to paraphrase or summarise what you heard, focusing on naming any of their interests you recognised.

11.6 Negotiating with a Noisy or an Extrovert Person

Extroverts sparkle, introverts glow. Extroverts are fireworks, introverts are a fire in the hearth.—Sophia Dembling, *Introverts in Love: The Quiet Way to Happily Ever After*

Extroversion signifies the source and direction of a person's energy expression. An extrovert's source and direction of energy expression are mainly in the external



Impress upon the OP that negotiation is not to be one-sided; it is to be worked together.

Fig. 11.2 Negotiating with a noisy or an extrovert person

world. [Note that while the introverts have depth, extroverts have the breadth of things, some or a little knowledge of almost everything or topics. They often think of what to say next to their OP, and this may give the impression that they are not listening. Besides, they talk a lot, and they are often expressive; and again, this may lead to the misperception that they are not listening even if they are.] Your extrovert OP is just talking a lot. And if that is so, one has to broach the topic of his (her) talking too much carefully and tactfully (Fig. 11.2).

Use the “I” language rather than the snappish, severe-sounding “you” language. For example, don’t say, “You don’t listen to me much” or “You’re talking too much at the meeting.” Instead, attempt the following: “I’ve observed you express much”. Or “Perhaps you may not be aware of this; you’re expressing much. May I, at times, have a chance to also express my views?”

Allow and give the extrovert OP a chance to say his (her) perspective. (S)he may have not realised that (s)he was being too chatty, or (s)he may feel the need to defend his behaviour.

Do give the OP the impression that negotiation is not to be one-sided; it is to be worked together. Indeed you want to work jointly, mutually exchanging or sharing information and collectively working things out for a win–win negotiation.

11.7 Negotiating with a Sensing Person

The sensing types are not in such close communication with their unconscious. They do not trust an answer that suddenly appears. They do not think it prudent to pounce. They tend to define intelligence as “soundness of understanding,” a sure and solid agreement of conclusions with facts; and how is that possible until the facts have been considered?”—Isabel Briggs Myers, *Gifts Differing: Understanding Personality Type*

Sensing-Intuitive represents the method by which someone perceives information. Here, sensing means that a person chiefly believes the data or information (s) he receives directly from the external world.

When dealing with sensors, make sure that one has the soundness of understanding of the facts and figures to persuade and convince such negotiators. Sensors want or need details; details and facts are very important to sensors.

Sensors prefer reports that are rich in facts that they can analyse. And note that introverted sensors prefer to read the reports while extroverted sensors prefer to talk about the written material.

11.8 Negotiating with an Intuitive Person

Life is lived in the living.

Set aside convention, caution,
and arbitrary “rules” about how
life is supposed to be lived.

Choose! Explore! Adventure!

Live life to the fullest.—Jonathan Lockwood Huie

Intuitives tend to define intelligence as “quickness of understanding” and so prejudge the case in their own favor, for intuition is very quick.”—Isabel Briggs Myers, *Gifts Differing: Understanding Personality Type*

An intuitive person chiefly believes the data or information (s)he receives directly from the internal or imaginative world.

When dealing with an intuitive, one needs to or appear to be quick in one’s understanding—and one needs to read or have the big picture first; giving details to the intuitive person upfront will be trivial to him (her). (S)he wants the concept.

And note that intuitive generally like originalities, novelties and innovations. They ordinarily will think that presentations are tedious and boring if there are too many facts and details. That is why intuitives prefer or are persuaded by charts and graphs with the big picture in mind.

11.9 Negotiating with a Thinking-Orientated Person

Tell me, what is it you plan to do with your one wild and precious life?—Mary Oliver

To deny the facts would be illogical.—Spock in the television series *Star Trek*

Thinking entails that a person makes a decision mainly through logic. Thinking types like logical plans and this is how these people process information.

There is this amusing story (source: Anonymous), which I received from a friend: “When I got home last night my wife demanded that I take her to somewhere expensive. So I took her to a petrol station. And then the fight (negotiation) started...”. You see, the husband was being rational (thinking of something expensive in everyday life/living; logical but not feeling-centred) but the wife was being feeling-centred (feeling of wanting to have dinner with the husband in somewhere expensive but romantic. The wife would think that the husband was not feeling-orientated and

not romantic enough—in fact, the husband appeared callous); hence there was a mismatch and the fight started.

Valuing learning, the thinking-orientated persons are always with a plan and may dislike spontaneous action while craving for organisation.

Yes, when dealing with such a thinker negotiator, always give a reason to the person. The thinker often decides based on reason and thinks of groups impersonally. One needs to appeal to the thinking type by giving him (her) analytical proof that one's idea is the best and logical choice.

The thinking-orientated negotiator (OP) likes (to deal with) figures, statistics, facts, sums, charts, graphs and diagrams.

The thinker is often methodical and when negotiating with the thinking OP, the skilled negotiator has to appeal to his (her) methodical and ordered (step-by-step) sense. Nothing gives him (her) a bigger thrill than an organised structure.

11.10 Negotiating with a Feeling-Orientated, Relationship-Based Person

Feelings aroused by the touch of someone's hand, the sound of music, the smell of a flower, a beautiful sunset, a work of art, love, laughter, hope and faith—all work on both the unconscious and the conscious aspects of the self, and they have physiological consequences as well.—Bernie Siegel

The feeling type, based on Myer-Briggs Type Indicator (MBTI), represents how a person processes information. Feeling denotes that, as a rule, (s)he makes a decision based on emotions, i.e. based on what they feel they should do. Everything makes the feeling persons feel something. And note carefully that one should not refer them as emotional people as they may take offence on such a label. One's calling the OP too emotional is not news, and it would not change anything.

Yes, surely the OP is being emotional, but there are reasons behind it. Try to find out exactly what (s)he is feeling. When (s)he confide in one, it might help him (her) reflect, which, in turn, might calm him (her) down a little bit.

For such type, it is helpful to have a pre-negotiation meeting so as to build rapport and trust with such an OP. And do also give a good, warm greeting to the feeling-orientated OP.

During and at the negotiation meetings, remember to refer his (her) name often; feeling-orientated person likes their names to be called upon or referred to.

At the end of the negotiation too, remember to give a good handshake with the relationship-based OP, and to top up the end of the negotiation with a "let's celebrate" ceremony. And when showing the contract or agreement to the feeling-centred, relationship-based OP, one should tap the document several times to add or foster some feelings or connections to the deal. If one can show even a little emotion, then the OP will appreciate it; it'll make him (her) feel a little less alone—and a little less crazy.

11.11 Negotiating with a Judging Person

Judging people make a list of things to do, like to get their work done before playing; and they appear to be task-orientated.—Kim Cheng Patrick Low

Judging means how a person implements the information (s)he has processed; (s)he has a preference to organise all of his(her) life events and as a rule, sticks to his (her) plans.

Show schedules, agendas, plans and organised thoughts to the judging negotiator. Gantt Chart(s) can also be helpful to the Judging OP. What are the reasons here?

Judging persons have a concrete sense of time and think it is necessary to commit a decision when deadlines come. And they like things to be planned; they have a time schedule. Here, when negotiating with the judging negotiator, keep to their schedule, and do ensure that the presentation(s) itself is (are) timely and efficient. The solutions need to fit into their time schedules.

11.12 Negotiating with a Perceiving Person

This preference makes the difference between the judging people, who order their lives, and the perceptive people, who just live them. Both attitudes have merit.—Isabel Briggs Myers, *Gifts Differing: Understanding Personality Type*

Perceiving means how a person implements the information (s)he has processed, and that (s)he is inclined to improvise and explore alternative options.

Here there is a need to allow all parties to make suggestions and express their original ideas.

Note that the perceiving persons have a general concept of time, delays closure in decisions and likes things to be spontaneous. They have an event schedule. They will allow you as much time as you need to present; ensure that you are complete as possible, especially when relating to their dominant function.

One truly has to be novel, have fresh ideas and be creative when it comes to dealing with such a perceiving OP.

11.13 Negotiating with an Egoistic Person

You cannot negotiate with people who say what's mine is mine and what's yours is negotiable.—John F. Kennedy

If there's anything more important than my ego around, I want it caught and shot now.—Douglas Adams, *The Hitchhiker's Guide to the Galaxy*

A man asked Gautama Buddha, "I want happiness." The Buddha said, "First remove "I," that's Ego, then remove "want," that's Desire. See now, you're left with only "Happiness".

How true! It is good and decent to take your ego off the negotiating table. Virginia Woolf, in *A Writer's Diary*, spoke of, "The most important thing is not to think very much about oneself. To investigate candidly the charge; but not fussily, not very anxiously. On no account to retaliate by going to the other extreme—thinking too much".

Next, one can also keep the discussion result-orientated. By taking the weight off the people involved and keeping it on the facts, the negotiation is less likely to become difficult or hostile.

Yet another thing, one can also give processes. Massage his or her ego, pamper him (her) and make him (her) feel important yet in terms of contents, one can take more of it. One can also listen well to give the OP a high sense of importance while taking care of one's own ego, and listen to him (her). (Gary Hopkins once said, "Never allow your ego to diminish your ability to listen".)

Giving processes will not lead one to lose anything; one can be humble and yet indulge or spoil the OP.

Next, how to deal with one's egoistic boss as an OP. The egoistic boss would want you to drop everything to attend to him or her. And if you do not, (s)he would wag his (her) tongue, scolding you. One, you can pamper her by doing what she wants you to do. And gain her favour of you. Or just point out to her that you are doing your own task(s) and will attend to her when you have completed your task(s). And after one or two times of such clarifications, she (hopefully or eventually) gets your drift.

11.14 Negotiating with a Stubborn Person

Don't try to convince or convert the OP; present both sides and let him (her) know in the end, it's his(her)decision.—Anonymous

It can be very frustrating when the person you are talking to or negotiating with is stubborn; it's as if the OP does not want to listen.

Yes, this might, on the surface, seem like it is impossible or unbearable to change the OP's mind, but that isn't the case. In actuality, one can apply helpful useful negotiation tips to help the OP see one's viewpoint, and this can be advantageous for both parties; it opens one's minds up to new ideas and it makes it easier for each understands the other.

In dealing with such an archetype, one needs to give both sides of the argument. The key here is that if one presents both sides of the argument, one is giving the OP a reason to try and see one's point of view so that each can co-operate with each other and work together.

Overall, do attempt to show the OP the overall picture rather than trying to show or prove that the OP is wrong. Yes, it can be tempting to prove the OP wrong as soon as one realises that one disagrees with the OP's point, but instead one shows or presents the whole picture. As a negotiator, one should focus on the common ground to get things done or problems resolved. One needs to bring the argument around to the points that one can agree on, so that the OP knows that both have same interests.

Ordinarily so, stubborn people will feel defensive or protective and even annoyed if they think that one is forcing one's opinions on them or trying to change their mind, so one should remember to take the time to underscore that in the end, it is their decision.

11.15 Negotiating with a Difficult, Aggressive Person

Negotiation is like sport: Every success is based on training and appropriate preparation.—
 Marc O. Opresnk, *The Hidden Rules of Successful Negotiation and Communication: Getting to Yes!*

You merely indicate to the OP that she enjoys a 30-day warranty period and a 7-day delivery free time from your Company; but she curtly replied, “Thanks; I know; I can count”. At a superficial level, such persons can come across as domineering, argumentative, quarrelsome, demanding, hostile or even abusive and bullying. However, with shrewd approach and smart communication, one can turn aggression into cooperation, and haughtiness into deference.

It would, as a whole, be better, if possible, to meet such a person in private.

When it is safe and possible to do so, negotiate with such difficult people in private where they may be more flexible. In most—but not all—cases, avoid disagreements with them in front of others where they are more likely to be inflexible (out of their need to be in control, compete and win).

Where possible too, meet such a person in a neutral place or location.

Yes, do stay calm. And one should be professional when dealing with difficult, aggressive individuals. Many difficult people respect those with strength, and would, in fact, listen more to those who communicate with confidence and assertively.

The preparation one does before negotiating matters more than anything else. This is especially true when one is going up against someone aggressive who tries to make one uncomfortable by putting one in a tight spot. Indeed one should be well-prepared when negotiating with such person. Should there be an(y) issue, do not go to the difficult, aggressive person simply to discuss the problem. One should go with solutions, explanations and whatever answers in mind. Most difficult and aggressive persons work most encouragingly with those who present themselves from a position of strength.

11.16 Negotiating with an Impatient Person

No one has ever envied someone for their impatience or the intensity of their anger.—
 Mokokoma Mokhonoana

Impatience often makes us patients.—Mokokoma Mokhonoana

“All you need is a little patience”. Most of us have heard that for years, in school assemblies, from our teachers, our parents, our priests or pastors; and even from pop

songs. As it turns out, patience is all one needs if one wants to succeed in negotiation. Patience might be the number one quality of a successful negotiator.

The impatient negotiator is snappish and irritable; (s)he may want to have quick results.

When one as a negotiator has to deal with an impatient negotiator, one has to be cool, calm and patient (and its relatives: persistence and determination). And do not let his (her) impatience ruffles or disturbs one. In fact, the impatient OP would be disadvantaged by his (her) own impatience.

Gain and benefits always go to the patient negotiator who persistently pursues creative win-win solutions. Negotiation is a complex or multipart process that takes time. Progress normally comes in small increments; impatient negotiators who lack persistence often leave potential results on the table and make expensive mistakes.

And on the other hand, there are some things that patience achieves for the patient negotiator:

1. Delivers more information
2. Permits one to discover or uncover the OP's needs and wants
3. Leads or tips to concessions
4. Decreases OP's expectations
5. Drives realistic assessments
6. Allows problems to rise to the surface
7. May change leadership or people involved in the negotiations.

True in this fast-paced world, patience is hard to come by but with patience, all parties are able to settle or resolve their differences. Remember all things take time to settle—Rome was not built in a single day!

11.17 Negotiating with a Storyteller

A bad story needs only a bad storyteller.—Anonymous

This person can be long-winded, beating about the bush. Such a person wants to tell the entire story.

This is the person who, if you ask what time it is, they would tell you how to build the watch. Such an OP may tune one out and (s)he may not even hear what one is saying or talking about. Speaking one's mind, the negotiator may want to direct the storyteller OP to the matter at hand, and ask him (her) to talk about "those stories" in some other times or separate coffee sessions.

In today's hard-pressed-for-time society, one may not have the time to entertain such a negotiator. However, if one works out to disclose all details to such an OP, (s) he can fully understand what it is one desires or is presenting—and reasons/ explanations related thereto. Such an approach leaves little room for the OP to doubt, can foster some trust and may result in a conversation that leads negotiations to greater benefit(s).

11.18 Negotiating with a Crackpot

Just cut your losses and don't ever deal with such a crazy person.—Anonymous

This is simply someone you can't negotiate with. There is no logic or with someone whose behaviour is irrational, overly emotional or just plain nutty.

It's like negotiating with a cranky or crazy person. Sometimes, it's "Darn it when you do it!" or "Darn it when you don't do it!" Such a personality type can be taken as anxious, stressed, frustrated, angry or totally and utterly weird.

Here, one can counteract by giving a rant; deflection by rant is certainly a negotiation strategy. If one goes on an outburst or is obviously upset about an injustice or something that is rightly not fair and reasonable, the OP may be more apt to reassess one's position and give one a better deal.

The drawback here is that one can't negotiate with crazy. One may lose the deal altogether if the OP thinks one is unstable or unreasonable to do business with. Being logical and having the ability to effectively give and receive information is the key aspect of deal-making, and this personality type does not have—or use—such an ability or a capacity.

11.19 Negotiating with a Victim-Negotiator

Your complaints, your drama, your victim mentality, your whining, your blaming, and all of your excuses have NEVER gotten you even a single step closer to your goals or dreams. Let go of your nonsense. Let go of the delusion that you DESERVE better and go EARN it! Today is a new day!—Steve Maraboli, *Unapologetically You: Reflections on Life and the Human Experience*

Such a negotiator tries to parlay their bad luck to gain sympathy with their situation so the OP will "go easy" on them. Often they may go on in great detail about the state or condition they are undergoing in an effort to make others feel sorry for them—the hopeful end game being that one will be more open, receptive and agreeable to the "victim" position and terms, and not negotiate as hard or harsh as one would then.

This can be applied as a manipulative tactic by the OP; one can be direct about it and ask the OP pointblank—Is (s)he attempting to be manipulative, scheming or Machiavellian?

On the contrary, one may indeed feel sorry for the OP's situation and give him (her) a break. It is said that all of us have things that happened in our lives and careers and, if OP uses this as an honest way to get a better deal, both parties can often feel good about the outcome.

11.20 Negotiating with the Non-Negotiator

Let us never negotiate out of fear. But let us never fear to negotiate.—John F. Kennedy

Such a negotiator does not negotiate at all.

In fact, such a non-negotiator archetype fears negotiation. (S)he may consider negotiation as confrontational or provoking, and wants no part of it. Such a person (negotiator) will agree to whatever the one wants even if it means losing out significantly. (S)he just wants the situation to go away as quickly as possible.

One may pity such an OP, and may not want to take advantage of him or her. One may offer a better deal because of it, but clearly, this is not an expected or common outcome.

Apart from perceiving the OP as weak from an image standpoint, one can also give the OP a bad deal or take advantage of him (her). Most discussions begin with each party offering something to negotiate up or down from and go from there. If one takes the first offer that's presented when the OP began high fully expecting to negotiate down, as most do, one may end up in a deal that does not make sense financially or otherwise.

11.21 Negotiating with a Petty Person

Refuse to let small, petty people distract you from your Big Purpose.—Unknown

The lion does not turn around when a small dog barks.—African proverb

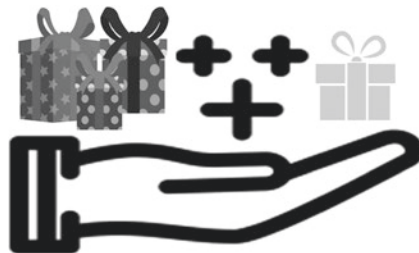
Such a negotiator may not see the importance or significance of what one can offer to them. Discuss and show the relevant or key benefits of the product(s) and/or the service(s) (the deal); demonstrate and highlight the benefits to them (Fig. 11.3).

The petty negotiator, indulging in small thinking, can also be short term in orientation, and there is a need to show him (her) gains and benefits that can be derived out of the deal and the relationships between the two parties. Also, one should learn to separate the person from the negotiation problem (issue) (White 2014).

The successful negotiator is also magnanimous or big-hearted, seeing the big picture and long term in orientation when dealing with such an OP.

It should also be pointed out that one often thinks people are being unreasonable when they do not agree with one's logic and evidence. But more often, people who

Fig. 11.3 Negotiating with a petty person



Discuss and show the chief benefits of the product(s) and/ or the service(s) (the deal); show and point out the gains to them.

disagree with us are simply seeing different problems, and even different sets of facts, than we are. Even if one thinks the OP is being petty unreasonable, it's still possible to bridge the gap and close a deal.

Here is another way. To augment the persuasiveness of one's justifications or reasoning, one should also include elements of science. This author would take it that the mere presence of science-related reasoning (e.g., charts, diagrams, graphs and formulas) boosts the persuasiveness of a message.

At the end of the day, know what one needs and/or wants, giving the OP respect while sticking to one's goals and bottom-line while meeting one's OP's needs.

11.22 Negotiating with a Distracting Negotiator

You know, a cell phone's like a guy; if you don't plug him in every night, charge him good, you got nothing at all.—Catherine Coulter, *Tail Spin*

Anthony T. Hincks once said that, “When people start to marry their apps, we will suddenly realise that technology has gone too far”.

Telephones, mobiles and smartphones make people unfocused, distracted and unproductive. Give instructions to the meeting secretary or admin staff that the negotiation meeting is not to be disturbed or interrupted by calls or visitors.

A smartphone can indeed sap one's attention even when it's not in use or turned off and in your pocket. Now suppose one has an OP who is much preoccupied with his or her handphone, what would one do about it?

Indeed the economy's most precious resource is human attention—to be specific, the attention people pay to their work, business and the issues at hand in meetings. Elgan (2017) spoke of, “(negotiators/) people... (being) distracted by smartphones, web browsers, messaging apps, shopping sites and lots of social networks beyond Facebook. More alarming is that the problem is growing worse; and fast”.

Note that negotiators are human, and they can be easily distracted by personal problems, phone calls, other matters and even exhaustion. To a minor extent, they can be distracted by delays in a meeting, unfriendly or hostile behaviour of someone in the room, or even by the light coming in through the window.

Being comfortable is a vital part to being successful as a negotiator or mediator. Before entering a settlement conference, put aside one's personal issues and clear one's mind. If the other issues are such that one cannot do this, do not start the negotiation. Ask for a postponement or send someone else.

One or one's OP needs to have all of one's faculties focused to do the job properly. Such distractions are barriers or obstacles that stand in the way of a successful negotiation. Before the meeting, one may even stress to one's OP that the hand-phones are to be switched off to avoid or prevent distractions. Better put, barriers are obstacles to successful communications. In order to have a successful discussion, the negotiators have to be able to hear, be heard and understand each other. If one senses the other person is distracted, make it one's responsibility to expose the cause. If it is going to impede the other person from listening or focusing on what

one is saying, one may want to suggest postponing the meeting. If one feels it will cause the other person to rush through the meeting and grant concessions to wrap things up, then it may be advantageous to proceed. Until one knows the situation, one can't judge what the impact will be on the negotiations.

11.23 Negotiating with the Mama (Papa) Drama Negotiator

Don't be a cry baby. Grow up and be an adult.—Kim Cheng Patrick Low

Making a mountain out of a molehill, the mama drama or papa drama, as the name suggests, likes to dramatise or embellish. And to dramatise is to blow or play up and exaggerate things. Feigning and pretending, (s)he often overstates and overdoes things.

“Really? Is that so?”

“Oh my God! Ridiculous!”

“I can faint!”

“What the ___!”

“I can really die!”

“I'm dead! I'm a goner!”

“My world is darn bleak.”

“I was so shocked!”

Melodramatic or overemotional, banging on the table, wigwagging and screaming at times, the chest-beating like King-Kong mama (papa) drama exclaims a good deal. To denote shock or disappointment, (s)he would ordinarily exclaim with, “Whoa!”, “Shit!”, “Wow!” or “Aiyoh!” Or “Oh my God!” Needless to say, these are normally not a positive comment, however, sometimes the mama (papa) drama just yells it out loud whenever (s)he feels like screaming. Basically (s)he would often easily shriek or swear unnecessarily.

Having big egos, these drama kings and queens can put one down and make you feel small; one may have done many things for such an OP but (s)he then say, “Ya, ya, I know, I know” or “Yes, yes; and that's it?”. One can feel really unappreciated especially when the mama (papa) drama can also, in one go or in a single swipe, crash all your efforts, sweats and pains by a single remark such as “You only do that?” or “So?”; and “And then?”

And when the OP has made a mistake and corrected him(her)self, the mama (papa) drama would still nag and harp on the past actions. What more, labels and personal attacks (such as “Others can do better than you”) can also be levied and used against the OP and others by these mama (papa) dramas.

And when the mama (papa) drama is moody or irritable, (s)he would also make others feel the same too. Here, I would also take it that like the problem or spoilt child, the mama (papa) drama can also throw tantrums, one just needs the mama (papa) drama to cool down or retreat her (his) drama and fuss.

Back off, recede or retreat when you sense him (her) to be irrational and not willing to talk and discuss things. Talk to him (her) when (s)he really wishes to talk to you.

Be patient and be positive.

Always discuss and/or deal professionally with the mama (papa) drama.

11.24 Negotiating with an Extreme Negotiator

What is objectionable, what is dangerous about extremists, is not that they are extreme, but that they are intolerant. The evil is not what they say about their cause, but what they say about their opponents.—Robert Kennedy

Obsessed with certain ideas, the OP argues in an extreme way. The arguer is erroneously trying to make a reasonable argument into an absurd one, by taking the argument to the extremes.

The argument seemingly appears logical. In the logical form, the argument is as follows: “If X is true, then Y must also be true (where Y is the extreme of X)”.

One needs to point out the fallacy of the arguments; highlight the need for a balance of views as well as to the facts and evidence that are available. One should urge the OP to be more rational and be more open to other points of views.

People frequently say silly things. Sometimes it is easy to diminish their arguments to absurdity, but remember, in most cases, one’s goal should be politeness, tactfulness and diplomacy, not making the OP looks foolish, especially so, when dealing with one’s loved ones (as OP)—unless one really likes sleeping on the couch.

11.25 Negotiating with a Boasting Negotiator

A man who is putting on his armour for war should not boast like a man who’s taking it off.—African proverb

The boaster and the proud person are fools.—Japanese proverb

Here, allow me to quote a Scottish proverb and the inputs or expressions of a respondent. One Scottish proverb goes as follows: “A great boaster is rarely a great (negotiation) performer” (in bold, author’s words).

There is a difference between conceit and confidence; as Johnny Unitas, the American footballer, put it, “Conceit is bragging about yourself. Confidence means you believe you can get the job done”.

“He, the boaster cock, can brag whatever he wants”. And here, “you are at advantage”; and “let your OP boasts and you reap the benefits” (one respondent’s inputs). These were the words said to me by one respondent who knew that I was writing this Asian negotiation success book; and he was just expressing his views.

“Massage and pander to his ego and ask him for things; the more he boasts, the more you can ask” (one respondent’s inputs). He continued, “Clarify issue(s)

with him; the more (s)he boasts, the more you ask and you then clarify the issue(s) with him (her)”.

Then again, if one takes the wisdom of this Italian proverb, “Believe a boaster as you would a liar”; one would take the boasting OP’s words with a pinch of salt and nothing seriously. Which brings to mind our next issue or topic, that is how do you deal with a liar or a lying negotiator?

11.26 Negotiating with a Lying Negotiator

There is nothing in the world more shameful than establishing one’s self on lies and fables.—Johann Wolfgang von Goethe

An old man telling lies is like a rich man stealing.—Russian proverb

There is an old sales and negotiation axiom that says the first one to talk, loses. In the case of lying, it appears to hold up. Most liars dislike or hate silences and rush to fill the void with rambling. So, interject some silence and see if some silly muttering follows.

How do you then handle a lying negotiator? Do pause and listen. This strategy encourages one to listen carefully to everything one’s OP says. People unintentionally leak information in all kinds of ways, including in their own questions. So pay attention. One might learn much even from off-handed comments.

Certainly so, it never feels good to be told a lie, but some lies are more damaging than others. Before you stage an intervention, figure out how the lies are affecting the liar, you, and other people/the companies who may be involved.

Is the person lying to manipulate or stage-manage other people? Do people make decisions based on what the OP says, not realising they’ve been lied to? This is a problem that needs to be attended to.

One needs to document the untrue things said. And next, it is better to discuss the matter privately with the lying OP so that feelings of shame and embarrassment do not step up the matter to a breaking point. Coolly and calmly tell the person that one believes (s)he lied. Spell out the specific lie(s) one wants to discuss. And give the OP a chance to explain the lie. Observe the person’s body language watchfully for more signs that (s)he is lying. Listen to the person’s excuse.

If the person gets defensive, makes excuses, or continues lying during the discussion, it’s time to present the evidence. Show the person the email, papers, or other evidence one collected that definitely proves (s)he lied to you. At this point, one has cornered the liar, and (s)he will most likely either stay silent or start to apologise.

Clarify that one’s trust has been lost. This is a tough item to hear, and the OP will probably feel upset when one tells him (her) that one no longer believes a word (s) he says. Explain that one can’t help but be hyperaware that the person might lie, and that until (s)he shows a commitment to the truth over a long stretch of time, one’s trust will still be broken. Most persons will be deeply embarrassed by this, and hopefully will make a commitment to one to tell the truth right away.

11.27 Negotiating with a Negotiator with a Baggage

A senior monk and a junior monk were traveling together. They then came to a river with a strong flow. As the monks were preparing to cross the river, they saw a very young, pretty woman also struggling to cross. The young woman asked if they could help her cross to the other side.

The two monks knowingly looked at one another for they had vowed not to touch a woman.

Then, without a word, the senior monk picked up the woman, carried her across the river, placed her gently on the other side, and continued his journey.

The younger monk could not believe what had just taken place. After rejoining his companion, he was dumbstruck, and an hour passed without a word between them.

Two more hours passed, then three, finally the younger monk could restrain himself no longer, and cried out “As monks, we are not allowed a woman, how could you then carry that woman on your back?”

The older monk looked at him and answered, “Dear brother, I set her down on the other side of the river, why are you still carrying her?”—A Zen Lesson: Two Monks and a Woman

Everyone has baggage, maybe we should help each other carry it.—Rob Liano

Each of us has a baggage; one needs to find that someone (who is kind, patient and compassionate) and who can help us unload or empty one’s baggage.—Kim Cheng Patrick Low

One certainly does not want to have a nagging OP.

[These are what one needs to tell oneself too!] One needs to be living in the current moment. How often does one bring along around past hurts, holding onto resentments when the only person one is really hurting is oneself.

Each of us goes through times in life when other people say things or behave in a way that is hurtful towards us. One can chose to ponder and chew over past actions and events, but it will ultimately weigh one down and sap one’s energy.

Indeed, one should carry NO baggage. With each new negotiation, the skilled negotiator is ready for a new chapter in his or her (business) life.

The successful negotiator needs to gently or softly remind the OP of the peculiarities of the current case, and highlight the good relationships enjoyed rather than the negativities that arose from the previous case(s).

Start afresh!

Each case should be handled or dealt with as a new case with good relationships with the OP; however, there would be times that some negotiators may carry the baggage of the past and highlight previous follies and faults or mistakes created in the past. Stress more on the positive aspects and highlight the successes and lessons learnt.

On the other hand or from another angle, Camp (2014) pointed out that in many negotiations, one or both parties come to the table with baggage(s). Baggage is not bad—unless one does not deal with it out in the open. The key is to know if one does have it or one has strong thoughts that the OP is carrying baggage that can destroy the opportunity. If so, it should be brought up.

Some baggage examples highlighted by Camp (2014), and these included:

- We in the Company have been laid-back in not calling or visiting them for 3 years.
- Their chief negotiator used to work for us and had a distinctly negative experience.
- You're a woman in an arena dominated by men.
- Our key competitor has been their supplier for 12 years.
- We've been consistently late in delivery of systems.

Overall, even though discussing one's baggage carries risks, dealing with one's baggage out in the open is more likely to create trust and engender respect in a negotiation; the OP will take one seriously. And bringing it up is like a pressure regulator—it releases one's fear.

A negotiator needs to clear his or her mind of all emotions, and (s)he can't do that if (s)he is preoccupied with ignoring or discounting an elephant in the room—or worrying the OP will notice or uncover it.

This author agrees with Camp (2014) that baggage is not really an “us versus them” issue. If one thinks the people on the other side of the bargaining table could not be happy to find out something about one or one's team's past or policy, do not hide it. It is not about right or wrong. It is all about clearing away real or perceived obstacles that will get in the way of the actual problem one is here to solve for the OP.

11.28 Negotiating with a Meandering Negotiator

Stay focused; be terse and get to the point.—Kim Cheng Patrick Low

Words to describe such an OP are warm, overly friendly, overly general, appeasing, eager to please and easygoing. (S)he is very talkative and likes to talk about any subject, even if it's irrelevant.

Start the negotiation call on a friendly note with a warm greeting and a few rapport-building questions, and then it's time to start talking about the negotiation issue.

The meandering negotiator ordinarily talks about any other things, and then after some time gets back to the issue or topic at hand; (s)he meanders. Stay in focus while the OP gets out of focus; then directs him or her to the discussion point.

Almost like the distracting negotiator, one indeed has to bring him or her back to the topic.

When dealing with the meandering OP, the successful negotiator asks directly for problems and concerns with fact-finding questions such as “What problems do you see?”; “Where are the downsides?” or “Where do you see difficulties?”

The skilled negotiator must focus on specifics with summaries and fact-finding questions. “If I understand you, we are referring to (talking about) manpower requirements”.

After the meandering stops, the successful negotiator asks for reservations with fact-finding requests or questions—such as “Do you have any concerns about manpower?” or “What manpower issues (requirements) do you see?”

11.29 Negotiating with a Bias Negotiator

It’s not at all hard to understand a person; it’s only hard to listen without bias.—Crisss Jami

Bias, like beauty, is often in the eye of the beholder. Facts are your firewall against bias.—Tom Brokaw

All of us have biases and our own prejudices. But does one handle a bias OP or one with a slant preconception?

A bias OP is usually someone who has little knowledge or is ignorant of the issue, person or people involved; hence, his or her bias and prejudice. (S)he needs to be appraised, informed or get acquainted with the subject at hand.

When dealing with a bias OP, one needs to focus on one’s genuineness by working more and more for one’s goodness and increasing one’s virtues by listening to one’s conscience. One should think positively and be truly optimistic.

As Miroslav Volf once said, “Prejudice is a form of untruthfulness, and untruthfulness is an insidious form of injustice”. To this author, this quote illustrates or at least, hints to the fact when we experience injustice, we often feel provoked and disrespected, perhaps cheated? We can also even feel angry. Before one speaks up, think first about what one really wants to have happen. Does one want an apology, punishment or repentance? Is it enough for the bad behaviour to stop? What kind of relationship would one like? Or one may wish to cut losses and chop off such a relationship altogether. The clearer one’s goals, the more likely one will achieve them.

In this connection, it would thus be better to care for the goal; one should know one’s goal. Focus more on what one would gain rather than what one would lose.

11.30 Negotiating with a Go-for-the-Tangible Bottom-Line Negotiator

A gift consists not in what is done or given, but in the intention of the giver or doer.—Seneca

While the OP talks and bargains for the tangible benefits, the successful negotiator has to emphasise the intangibles and their benefits.

Companies normally “pack” many intangible benefits without selling and stressing much to their customers and clients when they essentially should.

Such tangibles may include such benefits as, for example, free or reduced-fees delivery, warranties or guarantees, follow-up services and others. Let the OP know about these.

Do note and remember that the tangible benefits of negotiation can widen beyond cold, hard cash. A salary/compensation negotiation could end in no pay increase, yes, but with a shorter workweek, added medical insurance or an open or free membership at the local country club.

Added or extra benefits, known as perquisites, incentives or “perks” can be negotiated into contracts and/or agreements. While these benefits do not always result in direct revenue rises, they can give negotiators more (value) for their currency. Small business owners can negotiate or discuss with dealers and contractors on invoicing terms, loyalty rewards and gain the status of preferred customers. Businesspersons who depend on advertising can bargain with media outlets for longer terms, larger displays and maximum exposure to their target audiences.

11.31 Negotiating with the Procrastinating OP

Know the true value of time; grab, snatch, seize, and enjoy every moment of it—take what your OP throws at you. And optimize the use of one’s time.—Kim Cheng Patrick Low

Procrastination is the bad habit of putting off until the day after tomorrow what should have been done the day before yesterday.—Napoleon Hill

Don’t confuse delays with procrastination.

Delays can be detected in the form of the OP’s cleaning and wiping his glasses or stuffing the tobacco into his smoking pipe. Note that delays are tactical and planned while procrastination is not planned or calculated. Procrastinating is more of a habit of doing something until a later (future) date because of laziness or indifference. In some situations, it may seem that the OP is procrastinating, but in fact, (s)he can be using a camouflaged delay.

So, is procrastinating by the OP good or bad? I guess one needs to make full use of whatever is thrown to us.

It all depends; one can make full use of the time allowed to gather more information or to do research. So, is it better to be slow and sure?

Make time one’s ally. On one hand, taking the time as given by the OP (aka procrastinating OP) can also allow one’s raw ideas to grow and mature, and then that idea becomes ready to be applied.

On the other hand, one may want to accelerate or speed up the process. Acceleration creates action; and this is a good tactic to maintain control. And if one wants one’s OP to come up with the decision (get actions) quickly so that one’s goal(s) is (are) attained, then one can help the OP to see things clearly. One could supply the OP some figures, summaries, graphs and whatever aids to help and support him (her) to decide. [One should be aware of the need to be balanced.]

The skilled negotiator too can issue a deadline without any warning. To get going, the successful negotiator can also break the tasks for the OP, and one can also apply salami-slicing. If need be, apply counter-threats with threats.

Interestingly, most of us often approach negotiation being so guarded and circumspect or cautious of showing our cards. Besides, one can share information or

details; one can also come forward with new information, facts, witness/new evidence or a set of data. Assist or suggest resources for OP if need be. Clear the fog of uncertainties; one can answer uncertainties with more certainties. One, some or all of these can force or make the OP to respond to one's move(s). And that would speed up things.

11.32 Checkpoint

Checklist

Think About It

You have just read about several types of negotiators. Take a moment to reflect on how to handle and deal with each type.

Check your understanding of the following:

1. In what ways or how would you negotiate with a man?

2. How do you negotiate with a woman?

3. What are some pointers you can give on how to negotiate with an angry or annoyed person?

4. How to negotiate with an OP who cannot afford (who's afraid) to lose?

5. How do you negotiate with a quiet or an introvert person?

Highlight the key points to be applied.

6. How can one negotiate with a noisy or an extrovert person?

7. Give the key points on how to negotiate with a sensing person (negotiator).

8. How do you negotiate with an intuitive person?

9. In what ways or how do you negotiate with a thinking-orientated person?

10. In what way do you negotiate with a feeling-orientated, relationship-based person?

11. When negotiating, how do you deal with a judging person?

12. What are the key tips to consider when negotiating with a perceiving person?

13. What appeals to the egoistic negotiator (OP)? How do you negotiate with an egoistic person?

14. How or in what ways can you negotiate with a stubborn person?

15. Explain how do you, as a negotiator, deal with a difficult, aggressive person?

16. What are the benefits for a patient negotiator when (s)he is dealing with an impatient OP?

17. How would you handle the impatient negotiator/OP?

18. In what ways or how can you handle the OP when (s)he is a storyteller type of negotiator?

19. What are some pointers you can give on how to negotiate with a crackpot?

20. By what means do you handle a victim-negotiator?

21. How do you handle or deal with a non-negotiator OP?

22. What are the key tips to consider when negotiating with a petty person?

23. How do you handle or deal with a distracting OP with a smartphone?

24. Look back in your own negotiation experiences; have you encountered a mama (papa) drama? How did you then handle the mama (papa) drama?

25. Advance your own arguments in handling or dealing with a mama drama (papa drama) OP/negotiator?

26. Exactly how would you handle or deal with a bragging OP/negotiator?

27. In what ways would you handle with a lying OP/negotiator?

28. Advance your own arguments in handling or dealing with an extreme OP/negotiator.

29. Give some baggage examples. Is it risky to discuss one's baggage? And if so, why?

30. In what manner would you deal with a bias OP/negotiator?

31. Prepare a checklist or a list of guidelines when dealing with a meandering negotiator/OP.

32. In what way(s) can you deal with your go-for-tangible bottom-line OP?

33. List out your key learning points in this chapter:

34. Your own pointers:

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How to Persuade Others to Your Side?

12

Or the Many Ways in Which the Leader/Manager Can Influence His or Her People

Let us move from the era of confrontation to the era of negotiation.

Richard M. Nixon

My idea of good company... is the company of clever, well-informed people, who have a great deal of conversation; that is what I call good company.'

'You are mistaken,' said he gently, 'that is not good company; that is the best.'

Jane Austen, Persuasion

Persuasion is achieved by the speaker's personal character when the speech is so spoken as to make us think him credible. We believe good men more fully and more readily than others: this is true generally whatever the question is, and absolutely true where exact certainty is impossible and opinions are divided.

Aristotle

12.1 Introduction

I think the power of persuasion would be the greatest superpower of all time.—Jenny Mollen

“Leadership is influence.” indicated John Maxwell.

A leader or a manager must influence his or her people; (s)he has to be persuasive to get things done. And to influence is to persuade or convince others to one's side of the story and one's messages. Things are done without force or compulsion. Is persuasion better than force?

Then again, is power “more powerful” than persuasion? Can position(s) get things done? Can power move people better?

Whatever it is, successful negotiations are also winning over people through persuasions, and not just applying power, authority or force.

Often to be persuasive and influential, a person needs to apply a mix, a potpourri and a range of techniques and ways. Several ways to influence the other party to exist, and these (not in order of priority) include the following.

12.1.1 Listening

When people talk, listen completely. Most people never listen.—Ernest Hemingway

One of the most sincere forms of respect is actually listening to what another has to say.—
Bryant H. McGill

Listen well to our people.

Let them talk. Listen, listen deeply (Low 2013, p. 64, 2018).

Certainly, there is a strong need to listen to or hear out others. On several occasions, I encountered people who simply shouted, screamed or even just talked without even hearing or listening to what the other persons were talking about. If they have had listened to, the Other Party (OP) would not have been so reactive to their screaming and shouting and that, the lack of listening, worsen the whole situation; it muddied the waters.

When the OP asks the person and if without even giving the façade of hearing out the OP, the person simply answers “No”. That “No” has not been considered; it gives the impression of a flat “NO” or rejection. Hear out the OP, his or her views and opinions and do, in fact, show that you have considered his or her request by pausing or showing some thinking that’s going on in your head before giving an outright “No”.

“We all want to be valued” (Donadio 2012: 13) and certainly NOT “treated as unimportant” (Manning and Curtis 2003: 150). People really want to feel important (Carnegie 1982). They want to be listened to, and not ignoring the people, leaders (*should or*) need to always listen to what their people have to say (Quick and Nelson 2013; Goulston 2010; Mithun 1991; *italics, this author’s words*).

12.1.2 Showing Interest in Others

Pay attention to your Other Party.—Kim Cheng Patrick Low

There is no room for ego, self-centredness or superficiality if one’s goal is to become influential and persuasive.

Ask people how they are doing and really mean it—listen to what they have to say.

Exchange thoughts and ideas. If they give ideas, acknowledge them; people like to feel acknowledged.

12.1.3 Giving or Transferring Energy

Energy is precious, use your energy to build not to destroy.—Constance Chuks Friday

I surround myself with good people who make me feel great and give me positive energy.—
Ali Krieger

Some people induce fear and drain the OP of their energy, while others infuse others with energy.

Do give energy; a good leader energises the team (Osborne 2015; Price and Price 2013).

And the most persuasive negotiators know how to give or transfer their energy to their OPs, to motivate and revitalise them. Sometimes it's as straightforward as friendliness, eye contact, smiles, greetings, physical touch, laughter, talking, excitement in verbal responses or even just active listening. Low (2013, p. 4, 2018) mentioned, "Energise the people with fresh ideas and perspectives, changes and projects".

To add colours, one may also wish to change negotiators, and the places as well as paces of the negotiation.

12.1.4 Being Positive

Great things happen to those who don't stop believing, trying, learning, and being grateful.—
Roy T. Bennett, The Light in the Heart

Be optimistic. Apply positive thinking; people usually like positive thinking people. Positive-thinking people are often happy. And as Mark Twain once remarked, 'Whoever is happy will make others happy, too'. Happy positive-thinking people are highly influential. (Low 2013, p. 64, 2018)

Note that everyone likes someone who is positive or says positive things.

Which of these two sentences is more attractive or appealing to you?

- O "Damn you, stop making so many mistakes" ("Shit! You are making a lot of mistakes!")

or

- O "Be much more accurate, please". ("I appreciate your aiming to be accurate".)

Indeed no one likes to be near a negative person or a prophet of doom. It is so bleak or depressing that it is not at all attractive to talk to them.

Note that we are what we think. "When one plants melons, we get melons. When one plants cucumbers, one gets cucumbers. One reaps what one has sown. And when one is positive, one creates positive results." (Low 2012b, p. 14).

If one wants to be persuasive, then adopt positive thinking.

Positive thinking is “a mental attitude that would enable one to look forward for good and favorable results” (Low and Ang 2011, p. 199). Burns (2000) speaks of not emphasizing failings or shortcomings, but concentrate on positive facts while providing encouragement.

Yes, do you apply the “Can do” principle? Do you give the Gift of “You can do” to your people?

And although this thing (something) is too difficult or that they cannot be achieved, do you as a leader/manager still help them to take the first step, even if it’s in what is considered an impossible direction?

12.1.5 Being Helpful

No one has ever become poor by giving.—Anne Frank, [diary of Anne Frank: the play](#)

Zig Ziglar once remarked that, “You will get all you want in life if you help enough other people get what they want” (Fig. 12.1).

Everyone likes someone who is constructive, useful and helpful.

To say the least, we avoid or stay far from unhelpful or unkind people.

There’s always someone who is in need of help. Do identify opportunities to help other people.

Low and Teo (2018, p. 113) spoke “of this witty Buddhist saying, and it goes as such: ‘It’s better to be out helping others than staying in a locked room, praying’. Clearly then, action is louder than even praying, chanting and/or meditating”.

Do ask ourselves, “How can I help the OP (others)?”

12.1.6 Being Compassionate

Love is the foundation from which your decisions about your life should be made.—Darren L. Johnson

The purpose of life is not to be happy. It is to be useful, to be honourable, to be compassionate, to have it make some difference that you have lived and lived well.—Ralph Waldo Emerson

Ask yourself, “How large is my heart? Am I compassionate?”

Fig. 12.1 To be (more) persuasive, one needs to lend a helping hand to others. Offer help or assistance readily and not begrudgingly



Give a helping hand.

Fig. 12.2 To be kind and compassionate is to be influential, and here is a quote from the late Mother Teresa

“Let us touch the dying, the poor, the lonely and the unwanted according to the graces we have received and let us not be ashamed or slow to do the humble work.”



Mother Teresa



And remember this Irish proverb when negotiating with your OP, “It’s easy to halve a potato where there’s love”.

Yes, try practising compassion. After all, “be kind whenever possible. It is always possible.” said the Dalai Lama.

Mahatma Gandhi highlighted that, “The simplest acts of kindness are by far more powerful than a thousand heads bowing in prayer”. And Kahlil Gibran also pointed out that, “Tenderness and kindness are not signs of weakness and despair, but manifestations of strength and resolution.” Gautama Buddha too urged us to “conquer the angry one by not getting angry, conquer the wicked by goodness; conquer the stingy by generosity, and the liar by speaking the truth”.

Thich (2017, p. 31) added that, “When we are motivated by loving kindness, we can bring happiness to many others through kind words and actions.” And if one uses words that are encouraging, and inspire self-confidence, hope and trust to our people, they will flower, maximising their potentials.

Being kind and compassionate is thus being influential. To this author, fortune favours the kind and the compassionate (Fig. 12.2).

‘Be kind, be kind, be kind.’ This is a motto of my life. Imagine what a world we would have if we all were kind to one another. Kindness is a practice. The Dalai Lama has said, ‘The more you nurture a feeling of loving-kindness, the happier and calmer you will be.’

Kindness begets kindness. “If you have helped me, I would be grateful and I will, in turn, help you”.

And then again, if kindness or compassion makes you the most beautiful person in the world no matter what you look like, would you not be kind? Yes, I would.

12.1.7 Being Service Orientated

The best way to find yourself is to lose yourself in the service of others.—Mahatma Gandhi

Service to others is the rent you pay for your room here on earth.—Muhammad Ali

Being service orientated is a good mind growth and attitude to adopt especially when dealing or handling one's customers. One is there to serve the customers and this makes the customers feel important and happy.

It should be noted that reacting in anger, annoyance or being rude will not progress one's ability to persuade or convince the OP.

And we should duly note too that an abusive leader is not attractive, if not least liked by the people (Low and Teo 2015, p. 37).

An other-centred leader who serves the people is more attractive than a leader who cares more for him(her)self. People know that (s)he cares for them.

12.1.8 Communicating Clearly

The art of communication is the language of leadership.—James Humes

Simple is beautiful. Communicate simply and clearly.

A good communication strategy here is to know one's subject so well that one could explain it to a child. If one can explain oneself effectively to someone who has no background on the subject, one can certainly make a persuasive case with someone who does.

Conversely, if one can't explain one idea, concept or point of view to a primary school child, such that they could explain it with sufficient clarity to another adult, it is too complicated.

The art of persuasion thus lies in simplifying something down to its core, and communicating to others what they really care about.

12.1.9 Being Strategic

The essence of strategy is choosing what not to do.—Michael Porter

A negotiation is a strategic conflict.—D. Mark Kilgour & Keith W. Hipel, 'Conflict Analysis Methods: The Graph Model for Conflict Resolution', *Handbook of Group Decision and Negotiation*

An able leader with good directions and his or her effective policies makes the people feel assured.

A leader who is strategic is certainly attractive to his or her people. It is said that strategic leaders who are wise and have good planning skills are perceived to be leading effectively as well as successfully convincing, motivating, even inspiring and winning (Low and Teo 2015) the people. On the other hand, Tsunami or bad leaders are not strategic as well as not successful (Maxwell 1993; Low and Teo 2015).

These are good, strategic, attractive and persuasive to the leaders' followers, that is leaders must be prepared. And "preparedness—believed Matsushita—was one of the secrets of a successful life". (Matsushita Konosuke, cited in Low and Teo 2018, p. 110).

12.1.10 Complimenting Sincerely

Everybody likes a compliment.—Abraham Lincoln

As a leader, one should not be a flatterer, but one should compliment sincerely.

Praise or give compliments (Low 2013, p. 65, 2018). And Nazar (2013) spoke of complimenting sincerely. All of us are all so positively affected by compliments, and we are more quick or apt to trust people for whom we have good feelings. Attempt complimenting people naturally and often for things they are not typically complimented for, it's the coolest thing one can do to persuade others that doesn't cost anything but a moment of thought.

12.1.11 Building Bridges, Establishing Rapport

Love is one of the most powerful healing tools in the universe. Most people forget to use it to build rapport, to deepen their relatedness, and to mend the upset that underlies disagreement and expectation. Sprinkle more love and you will heal only 100% of the time.—Monika Zands

Connect and get connected with the people. “Be concerned not only with the tasks and results but also with the people; relate well with them.” (Low 2013, p. 64, 2018).

Persuasive people connect with others and more importantly with their OPs.

All of us need to build rapport with others especially with OPs whom we would be negotiating with.

All of us like people who we are like. This covers beyond our conscious decisions to our unconscious behaviours. By mirroring and matching others' habitual behaviours (body language, tempo, rhythm, language patterns and many others) one can build a sense of rapport where people feel more comfortable with one and become more open to one's suggestions and ideas.

Of significance, Bradberry (2015) spoke of a negotiator's becoming aware of one's gestures, expressions and tone of voice (and making certain they're positive) that will engage people and open them up to his or her arguments. Using an enthusiastic tone, uncrossing one's arms, maintaining eye contact, and leaning towards the person who's speaking are all forms of positive body language that persuasive people use to draw others in. Positive body language will engage one's audience and convince them that what one's saying is valid. When it comes to persuasion, how one says something can be more important than what one says.

12.1.12 Being Enthusiastic

Today is filled with solutions, be positive and enthusiastic at ALL times. Why worry or live in fear, it will probably never happen!—Ron Barrow

A leader or a manager cannot be passive. (S)he cannot be a cold or a dead fish!

Be eager. “Excite or enthuse the people” (Low 2013, p. 64, 2018). One has to be excited when meeting and/or talking with the OP or one’s own people. A leader or a manager should be greeting and meeting people with much enthusiasm.

Cheerful, enthusiastic persons are often appealing to others. If one wants to be influential or persuasive, one needs to be cheerful and shows one’s keenness to others.

12.1.13 Being Polite

The boldness of his mind was sheathed in a scabbard of politeness.—Dumas Malone,
Jefferson the Virginian

If one scolds and rebukes others, using words such as “You are not thinking...”, “You are short-sighted (stupid!)”; “You thick-head (Numbskull)!”; “You fool!”; “Like this too, it does not enter into your head”; it only creates much dislike, resentment and bitterness of others against one; and indeed one is not likely to be persuasive.

On the other hand, Hans Christian Andersen spoke of, “Just living is not enough,” said the butterfly, “one must have sunshine, freedom and a little flower”. And yes, that little flower, to me, is being polite. There should be icing on top of the cake.

When we use gentle and loving speech, we are able to transform all the anger, fear, resentment, and suspicion in our communication. The whole intention of loving (**polite**) speech is to understand the other person (OP) and to be understood (Thich 2017, p. 30, **bold, author’s**).

And one needs to speak politely and express diplomatically; and when one talks gently, a Chinese proverb has it that, “The tongue can paint what the eye can’t see”.

A smiling (pleased; happy) face is always welcoming to others. On the other hand, an angry or rude (scolding; reprimanding) face is not welcoming; it makes the OP feel not greeted or well received.

In the same way, a lovable pet dog seldom bites; it barks; even then, it seldom barks but wags its tail often.

And truly so, angry, ill-mannered or rude persons often find themselves being avoided.

If one wants to be influential, one thus needs to be polite, courteous and even happy. No one really likes to be near a sourpuss or a grouchy person (Fig. 12.3).

12.1.14 Not Manipulating

The measure of a man is what he does with power.—Greek Proverb

A leader should not be manipulative. Persuasion is non-manipulation. No one indeed likes to be manipulated.



Being polite or nice

“When music and courtesy are better understood and appreciated, there will be no war.”

Confucius

Fig. 12.3 Shares an interesting quote from Confucius

Manipulation is coercion through force or weight throwing to get someone to do something that is not in their own interest or need. Persuasion is the art of getting people to do things that are in their own best interest that also benefit one or better still, both parties.

Some leaders can be abusive as cover-ups of their incompetence or inabilities. They then apply coercion or force which, goes without saying, is never attractive. Coercion inflicts pains, grieves and sufferings on others and the people. Leaders thus must not be abusive; bad leaders are truly abusive (Low and Teo 2015); they also harass their followers.

12.1.15 Being Friendly

True friendship comes when the silence between two people is comfortable.—David Tyson

A friend is someone who understands your past, believes in your future, and accepts you just the way you are.—Unknown

Abraham Lincoln once said, “If you wish to win a man over to your ideas, first make him your friend”.

Each of us wants to feel at ease, good, secure or comfortable when talking, dealing or relating with others. Friendliness thus attracts.

When one is friendly to others and the OP, one naturally makes the OP feels comfortable, calm, easy and welcomed.

So, have friends. Everyone likes a friendly company. Be friendly and be a friend to all. And your OP would also surely find you friendly or sociable, and easy to relate to.

Nonetheless, note that “friendship—my definition—is built on two things. Respect and trust. Both elements have to be there. And it has to be mutual. You can

have respect for someone, but if you don't have trust, the friendship will crumble". Wrote the late Stieg Larsson in *The Girl with the Dragon Tattoo*.

12.1.16 Knowing What One Is Talking About

The only true wisdom is in knowing you know nothing.—Socrates

Knowing others is wisdom, knowing yourself is Enlightenment.—Lao Tzu

This is all about having the necessary knowledge, skills, competencies or abilities.

And leaders must be technically competent (Maxwell 1993; Low and Teo 2015).

Incompetent leaders or managers are not attractive; they founder or fail miserably. And they are not influential (Low and Teo 2015). The people or followers certainly did not expect to have a leader who wavers and does not know what direction is to be achieved. And to aggravate the situation, the leader does not have any clues or firmness to make decisions. Followers require a leader who firmly leads the organization and one who is more concerned with the whole interests of all stakeholders rather than that of him(her)self or his or her own interest group (Low and Teo 2015, p. 37).

One surely needs to educate oneself, if not be well-informed, and make sure that one feels extraordinarily confident in whatever one is talking about. This might involve asking oneself (or others) some hard questions. If one is presenting a proposal for a new project, try to find (and solve) holes in one's idea before one gets up in front of others. If one's selling a product but really aren't sure how to use one of the features, ask one's colleague(s) to give one a demonstration.

Whatever it is, take time in advance to feel like one really has deep knowledge of whatever one is talking about and/or discussing.

12.1.17 Being Persistent

Positivity, confidence, and persistence are key in life, so never give up on yourself.—Khalid

Success is the result of perfection, hard work, learning from failure, loyalty, and persistence.—Colin Powell

A negotiator must be resilient. The person who is willing to keep asking for what (s)he wants, and keeps demonstrating value, is finally the most persuasive.

The way that so many historical figures have eventually persuaded masses of people is by staying persistent in their actions and message. Consider Abraham Lincoln, who lost his mother, three sons, a sister, his girlfriend, failed in business and lost eight separate elections before he was elected president of the United States (Nazar 2013).

12.1.18 Being Confident and Certain

Believe in yourself! Have faith in your abilities! Without a humble but reasonable confidence in your own powers you cannot be successful or happy.—Norman Vincent Peale

Life for anyone is certainly better when one increases one's confidence. For Confucius (cited in Low 2013, 2018), a person must do something worthy of mention when he or she has reached manhood. Merely to live on, getting older and older year by year, without having accomplished anything or getting wiser, is to be a good-for-nothing. We can thus take it that by doing something and achieving things, one naturally builds one's confidence and develops further.

“Give our people confidence: ‘If I am confident, then you can also be confident’” (Low 2013, p. 63, 2018). Nazar (2013) also spoke of being confident, certain and compelling. There is no quality as compelling, intoxicating and attractive as certainty. It is the person who has an unhidden sense of certainty that will always be able to persuade and convince others. If one really believes in what one does, one will always be able to persuade others to do what's right for them, while getting what one wants in return.

12.1.19 Being of High Integrity

The greatness of a man is not in how much wealth he acquires, but in his integrity and his ability to affect those around him positively.—Bob Marley

A single lie destroys a whole reputation of integrity. Baltasar Gracian

One's character counts. In the Confucian sense, one stands tall and is a person of integrity—a gentleman(lady) (Low 2013, 2018; Zhou 2005). In the Confucian sense, “life is a pure flame; and each of us live by an invisible sun within ourselves. A Confucian leader maintains his or her character and integrity (lien), and indeed when people feel that the leader has enough gravity in one's doings, then they will axiomatically or obviously respect the leader.” (Low 2010a, p. 40).

One's integrity counts; Zig Ziglar spoke of, “The most important persuasion tool you have in your entire arsenal is integrity.” And Charles Spurgeon once said, “A good character is the best tombstone. Those who loved you and were helped by you will remember you when forget-me-nots have withered. Carve your name on hearts, not on marble”.

Leaders who are of high integrity are more attractive to the people. An egotistic leader, caring more for him(her)self, is certainly not attractive or appealing.

Low and Teo (2015) spoke of “the essence of toxic leaders are ego-centricism, showing off, personal interests, weak character, hatred to co-workers or subordinates, and immorality in office politics (Collins 2007, also cited in Low and Teo 2015, p. 39). On the other hand, a leader who have conviction in their faith, who pursue the path of truth (of high integrity) and do value based judgment, are likely to guide the people to follow the righteous path of followers dignity and justice in

attaining objective” (Low and Teo 2015, p. 39, italics this author’s words). To the people, the latter leaders are indubitably more attractive and persuasive.

12.1.20 Establishing Common Ground

“Understanding” may become “misunderstanding”, if no commitment or no responsibilities are assumed, no specific objectives set, no definite expectations met and common values and interests no longer shared. Mutual understanding may then, against all odds, end up in heartache, confusion and bewilderment. (“Mutual understanding”)—Erik Pevernagie

What do you share in common with the OP/your people?

One should always initiate, establish and advance common ground with others and one’s OP.

Yes, to be able to influence someone or to be able to have a group of men come together to have a successful team and to be together all the time daily for, you know, a year and longer together, you have to have a—find a common ground. And that common ground for us is football. And it binds all of us together. We play and have fun.

To be influential, leaders need to do this; as T. D. Jakes put it: “I like to see myself as a bridge builder; that is me building bridges between people, between races, between cultures, between politics, trying to find common ground.”

12.1.21 Clicking and Being Connected with People

The strong bond of friendship is not always a balanced equation; friendship is not always about giving and taking in equal shares. Instead, friendship is grounded in a feeling that you know exactly who will be there for you when you need something, no matter what or when.—Simon Sinek

It always feels nice to be associated with a team you share a great bond with.—Anushka Shetty

One should relate with others. One should not be exclusive. And one should not cut oneself off from anyone. Instead one should be inclusive, and clicks, connects or bonds with the people.

There exists a need to engender good or positive negotiation relationships. Such positive negotiation relationships are important not because they beget warm, fuzzy feelings, but because they generate trust—a vital means of securing desired actions from others (Salacuse 2019).

One does not work in a separate office room away from one’s people. And this example can be found in the late Soichiro Honda’s style and ways. Indeed when there is a shared space, one is physically close to one’s people. And people will subconsciously feel more comfortable with a person when (s)he occupies the same space, because it gives the would-be sense of being part of a group.

One also clicks with others by doing things together with others. “We are in it together”. And it is also said that clicking does not involve just talking. Being in a person’s sight too makes a difference in how likely (s)he is to let down his(her) guard and start chit-chatting. And doing and going through the thick and thin with the people also lends a part in a leader’s clicking with the people. Yes, suffering through a challenging situation with other people can be a prime time for bonding.

And interestingly when bonding with the people; one ordinarily does what one’s close friends ask of one, without much fuss (Low 2001).

12.1.22 Building Trust

I’m not upset that you lied to me, I’m upset that from now on I can’t believe you.—Friedrich Nietzsche

All the world is made of faith, and trust, and pixie dust.—J.M. Barrie, *Peter Pan*

Building the people’s trust of the leader is applying soft power (Low 2010a). The Master once said, “Make it your guiding principle to do your best for others and to be trustworthy in what you say”. (The Analects, IX verse 25; Lau 1979). In the Confucian way, the leader sets the standards, “using oneself as a measure to gauge others”. (*The Analects*, IV verse 15, Lau 1979). “The Master said, ‘If one sets strict standards for oneself and makes allowances for others when making demands on them, one will stay clear of ill will’”, and thus reliability, leading to trust which is built upon, and it is expanded (*The Analects*, XV verse 15; Lau 1979). And what more, the leader grows the people’s trust (*xin*) of his or her character and integrity (Low 2010a, p. 40).

Build the people’s trust. ‘If I trust you, then I accept your truth and expose my vulnerabilities’ (Low 2013, p. 64, 2018).

Note that building the trust of the customers, so basic in doing business, is very much like a spring of warm, living water to humans. When it’s raining, companies should not take away the umbrellas from their customers. In fact, they should be helpful and do whatever that can help their customers.

The late Konosuke Matsushita, the founder of Matsushita Electric Company (now Panasonic), noted that most businesses take away the umbrella from the customers when it rain when in actual fact they should be lending them the umbrella. For the Confucian adherents, trust (*xin*) is very important when doing business. The late Konosuke Matsushita, very much a Confucian, believed in building the customers’ trust. Customers’ trust, with quality Company’s delivery of good and services, can help to grow the Company, its markets and overall business (Low 2010b, p. 56).

On the whole, without trust, even a (simple) word can lead to misunderstanding. But with trust, even silence is understood by all parties.

12.1.23 Being Empathetic

Empathy is seeing with the eyes of another, listening with the ears of another, and feeling with the heart of another.—Anonymous

I think we all have empathy. We may not have enough courage to display it.—Maya Angelou

As a leader, an empathetic person, being warm, is often attractive to his or her people; it also shows the soft side of the leader and the negotiator.

Low (2012b, p. 819) spoke of:

At the workplace, many ways prevail to motivate people, and leaders and managers need to be empathetic. As a leader who cares—taking a personal interest in one’s employees will motivate them to work hard (Fairweather 2011, also cited in Low 2012a). Nonetheless, leaders and managers cannot assume or take for granted they understand employees’ needs; they should reasonably seek to identify those needs. They should acknowledge and appreciate the wide variety of needs that motivate employee behaviour, and in fact take the time to learn individual needs by asking employees and being open to input (Quick and Nelson 2013, also cited in Low 2012a). In this regard, managers should also be empathetic and sensitive to ethnic, national, gender and age differences. As humans, all of us certainly want the Golden Rule (Lau 1979; Zhou 2005, also cited in Low 2012a) to be applied; we want others to empathize with us as much as we would empathize with them; we want to have that good feeling. For Confucius, an empathetic person is ordinarily a warm person; he or she has the warmth or is wen (溫); here, wen also means there are added qualities of softness, being gentle and that the person can be really depended upon.

This is interesting with regard to rites and rituals—perhaps liken to office bureaucratic practices, and it should also be pointed out that, “Empathetic, ‘Confucius did not sing for the rest of the day as he usually would do after he had wept at a funeral’” (*The Analects of Confucius*, VII, verse 10). This can be taken as such: Should one’s loved ones or the other party (OP) is sad, one should not do the opposite; if one is empathetic, one should know or understand one’s loved ones or the OP, putting oneself in the loved ones/OP’s shoes; one should not become loud, noisy, disturbing or doing things that may upset one’s loved ones or the OP. And at the end of the day, rituals are done with feelings of sincerity rather than perfunctorily.’ (Low 2012a, p. 819).

12.1.24 Applying Reciprocity

Tsze-Kung asked, “Is there one word with which to act in accordance throughout a lifetime?” The Master said, “Is not reciprocity such a word? What you do not want done to yourself, do not do to others.”

Confucius, *The Analects*

Applying the principle of reciprocity (Shu) and developing one’s customer base and business, Low (2010b) quoted:

Confucius was once asked by his student, Tzu-kung or Zi Gong (Hanyu Pinyin), “Is there a single word which can be a guide to conduct throughout one’s life?” Confucius replied, “It is perhaps the word ‘shu’ (forbearance). Do not impose on others what you yourself do not desire.” (Confucius, the Analects, Book XIV: 24; Lau 1979).

In this aspect, Cialdini (2007) spoke of the power of reciprocity—for instance, people are inclined to return a favor, thus the pervasiveness of samples and gifts in marketing. The above is also known as the ethics of reciprocity (shu) expresses that one has the right to just and fair treatment and the responsibility to ensure justice for others. And a person attempting to live by this rule treats all people with consideration. Therefore, in an organization or nation where everybody is considerate, treating each other and the environment well, there would be less conflict in all dealings.

This writer often says these: “Exchange is not a robbery.” “Promote exchange. ‘If I do something for you, then you are obliged to do something for me.’” (Low 2013, p. 5, 2018).

This is a common social norm; reciprocity involves our obligation to return favours done by others.

Of significance to note, when one does something for the other person, the other person feels compelled to do something for one. It is part of our evolutionary DNA to help each other out to survive as a species. More importantly, one can leverage reciprocity disproportionately in one’s favour. By providing small gestures of consideration to others, one can ask for more back in return or exchange which others will happily give (Cialdini 2018).

12.1.25 Giving

Remember that [the happiest people](#) are not those getting more, but those giving more.—
H. Jackson Brown Jr.

Giving is influential.

So be charitable. Give and be giving.

And the leader’s hands are for charity. One needs to be open-handed.

Indeed in life, in order to get, one must give; we give to get. If there is no giving, there will be no getting.

Giving makes all of us feel happy.

As a giving person, one may often take into account the needs of another person—a friend, a partner, child, co-worker, or even a stranger—equal to, or greater than, your own.

Interestingly, Suttie and Marsh (2010) pointed out that, “Giving promotes cooperation and social connection. When you give, you’re more likely to get back: Several studies, including work by sociologists Brent Simpson and Robb Willer, have suggested that when you give to others, your generosity is likely to be rewarded by others down the line—sometimes by the person you gave to, sometimes by someone else”.

Indeed these exchanges or swaps encourage a sense of trust and cooperation that boosts our ties to or relationships with others—and research has indeed indicated that having positive social connections is key to good mental and physical health.

Suttie and Marsh (2010) also highlighted that “giving is contagious”. When we give, we don’t only help the direct recipient of our gift. We also spark a ripple effect of generosity through our society.

12.1.26 Being Non-assuming

Who is there that can adequately gauge the greatness of the humility, gentleness, self-surrender, revealed by the Lord of majesty in assuming human nature, in accepting the punishment of death, the shame of the cross?—Saint Bernard

“Assume makes an ‘ass’ out of ‘u’ and ‘me’.” said Karen Marie Moning [Darkfever](#).

And Michelle Wolf once said that, “It’s important for people to, instead of automatically assuming everything the opposite side says is incorrect, you have to at least listen and see why someone might feel a certain way”.

Yes, do not be presumptuous. Don’t be arrogant.

Do not take the OP for granted. One should not assume that one knows the OP’s needs and requirements. Always make it a point to ask and enquire about his or her needs and obligations and conditions.

Often ask:

“What does (s)he want?”

“What would make him (her) feel satisfied?”

12.1.27 Not Being Pushy or Aggressive

When you’re trying to persuade people, more often than not, they feel you’re being pushy. When you focus on influencing them, they’re much less defensive and open to hearing what you have to say.—Mark Goulston

Persuasive people show or put forth their ideas assertively and confidently, without being pushy or aggressive. Forceful or pushy people are a big turn-off.

If one comes across as too aggressive, then one should focus on being confident but calm. Do be patient and not be overly persistent. Often one should know that if one’s idea is really a good one, others will catch on if one gives them time. If one does not, they won’t catch on at all.

12.1.28 Being Action Orientated

If you just work on stuff that you like and you’re passionate about, you don’t have to have a master plan with how things will play out.—Mark Zuckerberg

Do you want to know who you are? Don't ask. Act! Action will delineate and define you.—
Thomas Jefferson

Leaders must be pro-active (Low and Teo 2018). “No Action but Talk Only: NATO” does not help.

“Nothing will work unless you do”. Maya Angelou once said. Action is truly important, and it is the key to bringing about results and outcomes.

Indeed action-orientated leaders are more influential, persuasive and/or effective; and they get things done.

Inspiring people and their team(s) (Llopis 2013, also cited in Low and Teo 2015), leaders move them to action through positive messages and even without any political gimmick(s) to gain their support. Such leaders indeed easily gain support from their people (Low and Teo 2015) and get results, outputs and productivity.

12.1.29 Being Passionate

People with great passion can make the impossible happen.—Anonymous

Nothing great in the world has ever been accomplished without passion.—George Hegel

Influential leaders or persons are passionate about what they do. They love what they do, and do what they love.

Steve Jobs once said, “People with passion can change the world”. The influencers all of us know have passion about their interests, ideas and/or views. They speak out, express and seek to influence the many others around them.

They are proactive, and they work hard and work smart. And in sales and customer service, they move their customers up the customer loyalty ladder from customer to client, and to their advocate and/or champion.

12.1.30 Cooperating and Collaborating

We are stronger as a group than an individual. Think in a cooperative and communal way, set up local food hubs and create growing communities.—Arthur Potts Dawson

Creating a better world requires teamwork, partnerships, and collaboration, as we need an entire army of companies to work together to build a better world within the next few decades. This means corporations must embrace the benefits of cooperating with one another.—Simon Mainwaring

Life is not a solo act. It is a big cooperation and collaboration. And we need to help each other to grow and prosper.

Here, persuasive people are said to be cooperative, and they collaborate with others.

Leaders cooperate and collaborate with others and their people. Leaders carry their people with them through cooperation, collaboration and teamwork. (Pooling

and tapping resources, as well as cooperation and collaboration, are indeed an essential part of the success of any organisation, done through a clearly outlined vision and mission and based on openness and constant communication.)

12.1.31 Being Patient

Patience is not simply the ability to wait—it's how we behave while we're waiting.—
Joyce Meyer

To paraphrase Ralph Waldo Emerson, it is good to adopt the pace of nature: her secret is patience.

Goodness comes to those who can wait.

“Be patient. Take time to spend with them.” (Low 2013, p. 64, 2018). “Patience is wisdom in waiting, and applying wisdom is power, soft power” (Low 2010a, p. 43).

The following can be very annoying if: Even before listening to his staff, the manager shouted at him, scolding him. He blurted out, “You made a mistake... What a fool you are!”

Now, it is really respectable to give any person, not only the OP, a chance to explain or express him(her)self; (S)he has his or her side of the story to tell; one needs to really listen, pay attention to the person and fully understand him or her.

And patience is indeed appealing, more so in this present rush, rush world.

One must truly have patience; all things are difficult, laborious or arduous before they become easier and even effortless.

12.1.32 Being Simple

Only great minds can afford a simple style.—Stendhal

I have just three things to teach: Simplicity, patience, compassion. These three are your greatest treasures.—Lao Tzu, Tao De Ching

Simplicity attracts.

Adopt the KISS Approach. And yes, most of us are familiar with the acronym KISS: “Keep It Short and *Simple*” or “Keep It Simple and *Sweet*”.

In a complex world, simplicity wins. Keep things simple—and this is an easy way to persuade users. Being simple is also user-friendly, and this helps.

Instructions are easy to read and follow. Being simple too is both smart and attractive; it helps understanding, comprehension and communication between parties and especially between sellers and buyers.

12.1.33 Participating

No struggle can ever succeed without women participating side by side with men.—
Muhammad Ali Jinnah.

The more involved people are, the more comfortable they are to persuade or convince.

Get one's people suggestions, opinions and views.

And give them ways, chances and openings to contribute. Call for meetings or team briefings and create the right atmosphere by increasing participation.

12.1.34 Being Engaged

I have seen humility in many of the finest leaders I have met the world over. And indeed, it is embodied in the warm, engaging and quintessentially successful spirit of Sir Richard Branson—Naveen Jain

Communicate, communicate and communicate. There is a need for interaction with the employees. And face-to-face communication is necessary for two-way interactions.

There is a need to engage employees. Note that unengaged employees are not involved; and they are not happy employees.

Employees are always looking for feedback. If you give them negative feedback most of the time, they can be demotivated. Encourage them by telling them what they are doing right. Giving feedback is to encourage them and that they can improve their performance and not to discourage them. Positive feedback should be given in public to congratulate the employee(s)'s achievements and encourage others to emulate him (her).

How do you, as a leader and manager, make decisions and create plans? Do you involve your employees? Do you do it yourself or engage and involve your team?

Easier to persuade, engaged and involved employees are ordinarily happy, enthusiastic, want to do their jobs to the best of their ability, and would recommend their employers.

12.1.35 Being Empowered

One of the most courageous things you can do is identify yourself, know who you are, what you believe in and where you want to go.—Sheila Murray Bethel

Never limit yourself to what you can't do, but to what you have the power to do with what you have.—Nadège Richards

Indeed an empowering leader is a persuasive and a winning leader. "When the leader delegates or empowers his or her people, (s)he shares power with the people. And by giving power to people, they are kept active, involved, motivated and striving; synergy emerges. And with synergy, the equation is $1 + 1 + 1 = 5$ (not 3). Much strength of the people is put into use; and these result in the following equation: Strength + strength + strength = synergy" (Low 2010a, p. 41).

Bill Gates once said, “As we look ahead into the next century, leaders will be those who empower others”.

All, if not most, of us like challenges and would certainly like the chance of proving ourselves as able or capable individual employees and managers. McGregor’s Theory Y aside, all of us are capable of our own self-direction; we want to learn and grow ourselves. And we want to take responsibility.

12.1.36 Being Humble

True humility is not thinking less of yourself; it is thinking of yourself less.—Rick Warren, *The Purpose Driven Life: What on Earth Am I Here for?*

To share your weakness is to make yourself vulnerable; to make yourself vulnerable is to show your strength. Criss Jami

Humble leaders (for example, Mahatma Gandhi) attract followers. And humility is very inspiring and appealing. “A great man is always willing to be little”. Said Ralph Waldo Emerson (Fig. 12.4).

Am I humble (enough)?

Here, in *The Joy in Loving: A Guide to Daily Living*, the late Mother Teresa shows the ways of being humble.

These are the few ways we can practice humility:

- To speak as little as possible of one’s self.
- To mind one’s own business.
- Not to want to manage other people’s affairs.
- To avoid curiosity.
- To accept contradictions and correction cheerfully.
- To pass over the mistakes of others.
- To accept insults and injuries.
- To accept being slighted, forgotten and disliked.
- To be kind and gentle even under provocation.
- Never to stand on one’s dignity.
- To choose always the hardest.

Fig. 12.4 Being humble



**A humble leader attracts followers.
And humility is very inspiring and appealing.**

12.1.37 Having Discipline and Being Disciplined

Discipline is the bridge between goals and accomplishment.—Jim Rohn

Knowledge comes, but wisdom lingers. It may not be difficult to store up in the mind a vast quantity of facts within a comparatively short time, but the ability to form judgments requires the severe discipline of hard work and the tempering heat of experience and maturity.—Calvin Coolidge

People often admire a tough and disciplined person let alone a leader.

Having discipline and being disciplined strengthens one's character and confidence (Low 2013, 2018). After all, such a quality prevails because "when one is disciplined, one knows one's direction and one is clear on what one sets to do, and one can will oneself, charting the course, building one's character as well as being determined, to achieve one's aims and goals".

Being disciplined serves as "inputs" or "tools" to raising one's confidence (Several interviewees' inputs, as expressed to the author while writing this book). "For me, Confucius is all about perfecting or building the inner strength of an individual; it's related to one's individual self-discipline". Conversely, "the lack of self-discipline, by some means in my view, could lead me to lose credibility as a leader and this, in turn, could make me lose confidence." (An interviewee's inputs expressed to the author.) One also masters one's mind and sheds off limiting beliefs (Ricotti 2012).

Disciplined, the Samurais, for example ensure that they carry their honour and dignity through their everyday living and example (<http://victorian.fortunecity.com/duchamp/410/bsamurai.html>, also cited in Low 2013, 2018). When the leader has the discipline, one would be patient enough (not in a hurry) to grow or self-cultivate oneself. A person thus grows his or her confidence... steadily and surely. And truly so, just like looking up at a mountain, when people look at the person, they look up at him or her.

12.1.38 Leading by One's Heart

When your heart speaks, take good notes.—Judith Campbell

People do not care how much you know until they know how much you care.—John C. Maxwell

Confucius once said, "Wherever you go, go with all your heart". One needs to lead by one's heart. And one leads passionately, serving the people. And Helen Keller pointed out that, "The best and most beautiful things in the world cannot be seen or even touched—they must be felt with the heart".

A leader is a service orientated, showing care and concern. And more so, as Lao-Tzu puts it, "When pure sincerity forms within, it is outwardly realised in other people's hearts".

A leader uses his (her) voice for kindness and ears for compassion. His hands are for charity. Service-orientated and empathetic, the leader listens well to one's people; one listens with one's heart and not just with one's head. (S)he respects the people's feelings. Even if it doesn't mean anything to him(her), it could mean everything to the people.

When one thinks of the person/one's staff, one thinks and sees of his or her positive characteristics, strengths and good deeds, and the leader makes the person feel tall and valued; and (s)he grows. (S)he flies and soars with his (her) strengths.

When one leads by one's heart, one is connected with one's people. And the people feel connected to him (her). Such a swaying and credible leader is connected with the ground, and establishes good relationships with the people. One knows one's people well.

12.1.39 Staying Abreast of Current Developments in One's Industry

We now accept the fact that learning is a lifelong process of keeping abreast of change. And the most pressing task is to teach people how to learn.—Peter Drucker

Leaders must be in the know; then they are more influential (Low and Teo 2015).

The more one knows, the more able one is to give a quick (and even a smart) answer. Prepare and equip oneself. One braces oneself by learning more and doing some research; one needs to make sure one has the facts or background/ideas.

Stumped by an answer? Oh yes, resist the urge to speculate or give a personal opinion. A simple "I'll get back to you" is the best way to avoid a potential nightmare.

12.1.40 Having [More] Fun

When fun gets deep enough, it can heal the world.—The Oaqui

Everyone wants to have fun. Fun is good; fun spice up our lives. And fun can indeed be very persuasive and attractive.

Training that has fun is more exciting and persuasive with participants learning better than just lectures without much participants' activity and involvement.

Employees who have fun at work are normally happy employees. And happy employees are often more productive employees. Not only that, but fun restores immunity, raises endorphins and reduces diseases and work absences.

12.1.41 Using Humour

A day without laughter is a day wasted.—Charlie Chaplin

My mission in life is not merely to survive, but to thrive; and to do so with some passion, some compassion, some humour, and some style.—Maya Angelou

Apply humour (Low 2013, 2018, p. 65). In this respect citing a Jim Rohn's (**bold, author's emphasis**) quote would be appropriate; he once said that "The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not a bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; **have humor, but without folly**".

Fun can also be in the form of jokes and humour. In essence, all of us need to laugh at ourselves; we should not be too or overly serious.

12.1.42 Being More of a Leader than a Manager

Managers light a fire under people; leaders light a fire in people.—Kathy Austin

The seat of knowledge is in the head, of wisdom, in the heart.—William Hazlitt

Connie Willis, *Bellwether* spoke of "Management cares about only one thing. Paperwork. They will forgive almost anything else—cost overruns, gross incompetence and criminal indictments—as long as the paperwork's filled out properly. And in on time".

And it is also said that when one is more of a manager, one would be more concerned with the tasks and to get things done.

On the other hand, when one is more of a leader than a manager, one cares about people, show concern for them, and besides, one has followers and becomes more influential.

Appealing to the heart, a leader leads and appealing to the head, a manager manages. A leader is more concerned with vision, strategy and growth while a manager is more involved in policies and procedures.

Inspiring and being proactive, the former works with and is with the people while the latter, occupying a formal position, motivates and is reactive, being more concerned with procedures and rules.

Often when people talk to managers, they "get the feeling that the managers are important", but when they talk to leaders, they "get the feeling that I am important" (several respondents' inputs). On one hand, focusing on jobs and tasks, the manager's job is to plan, organise and coordinate. On the other hand, focusing on people, a leader's job is to inspire and motivate. A leader is more concerned with change (and growth) while the manager is more concerned with stability.

Managers indeed rely on positional authority whereas leaders, depending on goodwill, apply interpersonal influence. And while managers like to control, leaders inspire and build confidence and trust.

Then again, overall, whether one is a leader or a manager, what is important is while one builds goodwill, one must bear in mind that goodwill alone is not enough. We also should know the art and skilfulness of making the OP (our people) happy.

12.1.43 Understanding Others (More)

I don't like that man. I must get to know him better.—Abraham Lincoln

Mama used to say, you have to know someone a thousand days before you can glimpse her soul.—Shannon Hale, *Book of a Thousand Days*

Sarah Dessen, in *What Happened to Goodbye*, spoke of, “Accepting all the good and bad about someone. It’s a great thing to aspire to. The hard part is actually doing it”.

And indeed, to be persuasive, one needs to accept all the good and bad and really understand the OP and others. One needs to be more understanding as well as “show(ing) concern with the (OP/) people’s needs” (Low 2013, p. 64, 2018).

With regard to dealing with the OP or others, we must, to quote Steve Maraboli, *Life, the Truth, and Being Free* have this line of thinking, “When you say (*or think*) ‘I’ and ‘my’ too much, you lose the capacity to understand the ‘we’ and ‘our’”.

12.1.44 Appreciating and Liking Others

My life is so blessed with some of the most amazing people. Thank you for being liked by you.—An interviewee the author spoke to.

I want to appreciate you now, and avoid the rush.—Ashleigh Brilliant

Everyone wants to be liked and cherished; people want to feel appreciated. Do like, value or show your liking of others. Of one’s people and talents, one needs to “appreciate and cherish the people’s strengths and efforts” (Low 2013, p. 64, 2018).

It is very easy to be critical of others. One needs to see and value (others’ or one’s) people’s strengths, and count their blessings. One needs to appreciate others; when one appreciates another, one begins to like him (her). There is no good exercise or workout for the heart than valuing, reaching out to, valuing up others and appreciating them. It’s liking and be liked.

Certainly so, all of us all feel a need to instinctively get along with other people. And this is a positive thing.

We need to like and be liked. And note that our close relationships make us happy and healthy, and the lack of them leaves us lonely and hurting. We experience higher self-efficacy, self-esteem and a positive mood when we believe that our friends and partners (people) are responding to us understandingly and with a concern for our needs and our own well-being or welfare. Interestingly too, our relationships with others help us cushion the negative effects of stress, avoid unhealthy behaviours, and cope with serious physical illness.

And one’s close relationships allow a person to express his (her) basic desires to reach out and respond to others.

12.1.45 Writing Persuasively

Each sentence should have proper meaning, details should not be needlessly repeated, and every sentence should add to the entertainment value in one way or another.—A.J. Flowers, *A Guide to Writing Your First Novel*

Be a life long or short, its completeness depends on what it was lived for.—An interviewee the author spoke to.

Do you want to be a persuasive writer? Do you want to write persuasively?

To be persuasive, one must also write simply and effectively. Don't overload one's content. Write as simply as possible. Make one's message accessible to every reader. Do not use complex terminology unless one needs to. If one does need to, explain it in simple words.

Effective writing consists of these elements: clarity, conciseness, correctness, completeness, comprehension and courtesy. Effective writing is persuasive writing.

Note that one is not writing to impress one's English teacher or win any awards. And the aim of persuasive writing is to sell. Write short and sweet. The "What's In It For Me?"/"W.I.I.F.M." Or the benefits for the readers are put into the writing.

Most experts believe that there is a need to tell readers THE WHY. Note that readers are constantly inundated with messages on a daily basis. If one wants their attention, then one needs to justify it with a good reason upfront, preferably something that will benefit them.

In sales and selling, the key point is to address the benefits of the product, not its features. And when one does that, one is focusing on one's reader and his (her) interests, his (desires) desires. The technique is to highlight those specific benefits (and word them correctly) that push the reader's emotional hot buttons.

Be authoritative; do establish oneself as the authority. Use facts and quotes to one's advantage.

Also, "give evidence. People cannot deny what they see with their own eyes" (Low 2013, p. 64, 2018). Show proofs—these help ascertain one as an authority on the subject, and shows one's reader that one respect them.

Persuasive writings often quote authorities or experts on the subjects and/or include figures or statistics to support the paper's key proposition.

The persuasive writer also touches the emotions of his or her reader. One should evoke emotion in the reader. As we know, emotions are the central motivation behind making a purchase or sealing a business deal. Emotions awaken or arouse desire.

Remember too to use structure. One may want to divide one's articles into paragraphs, headings, subheadings and lists, annexes and appendices. These increase the visual appeal of the text. Make use too that there are plenty of empty spaces to give good visual appeals. Yes, the paragraphs too should contain between 2 and 5 sentences, and no more. That will make it much easier for one's reader to digest the material. The numbered lists can:

1. Add interest
2. Give the reader a break
3. Help the reader to remember what you're saying

None of these techniques alone will win over one's readers, but combined strategically and used wisely; these techniques can help one writes persuasive copy that will turn readers into customers, supporters or fans.

12.1.46 Setting an Example

A leader is one who knows the way, goes the way, and shows the way.—John C. Maxwell

As a leader, your living example is the best sermon.—Kim Cheng Patrick Low

Do you want to be the role model whom people follow?

This is true; people follow your example, not your advice. Example is best persuasion one can give to one's people (Low 2013, Chap. 2, 2018).

The CEO of the Company sets the example for how employees should act—and board members should be setting an example for the CEO and senior management. If board meetings start late or have discussions that devolve into personal attacks, those behaviours can cascade throughout the company. That is why boards and senior leaders need to persuade or model how they want others to act.

There is an Asian, more specifically a Malay, saying that goes, *ketam mengajar anaknya berjalan betul* (**the parent crab teaches its young to walk correctly**) and the English equivalents are 'the blind leading the blind' or 'The devil preaching penitence'. The point here is, we learn by example. For those who are parents, they would surely notice that their children would imitate or emulate them. Most leaders forget that 'people don't listen to you speak, they watch your feet.' Their actions may not match with their words. They preach but they don't do what they say yet they expect people to do what they say! Through their non-actions, they alienate or widen their distance with their followers. To lead successfully in Asia, a leader indeed needs to set and be the example; (s)he then sets the overall tone and cultural flavour of the organisation. (Low 2013, p. 12, 2018, **bold, author's words**). In short, to be persuasive, one needs to be example-setting.

12.1.47 Storytelling

No story lives unless someone wants to listen. The stories we love best do live in us forever. So whether you come back by page or by the big screen, Hogwarts will always be there to welcome you home.—J.K. Rowling, author

I'm obsessed with giving the audience something they don't see coming.—Jordan Peele, writer and director of *Get Out*

Low (2013, p. 64, 2018) spoke of "Replace. Put the ideas and tell them in story form; it's more appealing". Baldoni (2011) highlighted that if one needs to make an

argument about an issue about which one feels very strongly, don't use rhetoric. Tell a story instead.

Many have argued that successful storytelling can serve leaders who seek to influence or sway others to his (her) point of view. Opinion-based rhetoric is often more diverging or polarising than persuasive while statistics are often go in one ear and out the other. However, a careful mixing of expression, idioms and facts, woven into the right story, can change minds.

Baldoni (2011) highlighted the need to find the right example. One should look for what people around one are doing that connects to one's point of view. If one wants to persuade people to adopt safety standards, tell the story of what happened when someone did not follow procedure. If one wants to illustrate the benefits of a new process, use a story to explain how a person would benefit. He also advised that one should weave one's story or narrative with real-life examples. Tie to a story by following strong narrative structure. Describe the situation. Tell about what happened. Close with the benefits pitch.

Also, one certainly needs to convey one's story with passion. One does not need to go overboard, but one does need to show one's conviction. Do this through one's choice of words—ones that draw pictures. And do it through one's delivery—raising one's voice on a key point, pausing for emphasis and following through with a well-paced flow.

Interestingly, Baldoni (2011) also pointed out that using a narrative approach does not mean one cannot use facts. One can still weave them into one's story, or start or end one story with them.

Of significance, one also needs to bear in mind these: As powerful as storytelling can be, it may not be suitable or fit for every event. Sometimes one needs to get to the point. And the best way to relate one's viewpoint, especially with a business case, is to do it quickly and concisely. In these situations, note that facts and figures are a story in themselves.

12.1.48 Being Specific

...You know something, don't you?

I know lots of things—your inquiry needs to be more specific.

Just answer the question.

True/false or multiple choice?—Neal Shusterman, *Bruiser*

Low (2013, p. 64, 2018) pointed out that the need to “be specific. People fill in gaps in vague statements. When we are specific in what we say, we seek to remove ambiguity, communicating completely and precisely”.

He explained, “Specific language utilises words that have single meaning and uses complete sentences, leaving nothing to imagination”. What more, the audience understands the speaker well.

12.1.49 Providing Solutions

Identify your problems but give your power and energy to solutions.—Anonymous

Focus on the solution, not on the problem.—John Rohn

A solution is explained as a means of solving a problem or dealing with a difficult situation; the state of being solved; a particular illustration or method or solving; an explanation or answer. Leaders and managers need to “provide solutions, going all the way to lend a hand or help (their) people.” (Low 2013, p. 64, 2018).

Be the answer(s/solutions) to the people’s problems. Allow the people come to you; don’t say, “I want solutions and not wanting hear their problems”. As a leader or a manager, one is there to help to solve the people’s problems.

They become more likeable by their people when they “resolve problems and be (more) solution-centred.” (Low 2013, p. 64, 2018).

12.1.50 Sharing Information

Withholding information is the essence of tyranny. Control of the flow of information is the tool of the dictatorship.—Bruce Coville

Yes, to be persuasive, leaders and managers need to “share information (with their people)” (Low 2013, p. 64, 2018).

They should “encourage openness, different perspectives and diversity of views and ideas. Allow and encourage transparency.” Low (2013, p. 64, 2018).

When one shares information, one ups transparency; and transparency is important. Transparency, among other things, increases trust especially when the company executives are open and upfront with them. When one adds in transparency to one’s everyday work with one’s employees they seem to be more engaged and intrigued by what is going on. Why? Because, they actually understand what is going on, now that they have the same information as their executive(s), they can help the company/executives and even have ideas for the company to go off (Heller 2017).

12.1.51 Giving Credits When and Where It’s Due

There are two kinds of people, those who do the work and those who take the credit. Try to be in the first group; there is less competition there.—Indira Gandhi

When you have wit of your own, it’s a pleasure to credit other people for theirs.—Criss Jami, *Killosophy*

Don’t downplay your people’s strengths. And don’t belittle their efforts. Do instead recognise their strengths and efforts.

Leaders and managers should “give the people due credits” (Low 2013, p. 63, 2018). And Brain Tracy once said that, “The more credit you give away, the more will come back to you. The more you help others, the more they will want to help you”.

12.1.52 Adopting “Mind Growth”

Most of the important things in the world have been accomplished by people who have kept on trying when there seemed no hope at all.—Dale Carnegie

Nothing is impossible. The word itself says, “I’m possible”.—Audrey Hepburn

This author prefers to use the term “mind growth” instead of “mind-set”; after all, mind-set denotes things are set, firm, settled or moulded, and we cannot change them or our thinking and/or ways. We should rather adopt “mind growth” (Low 2002a, 2006)—here, the term denotes learning, growing and changing with ever continuous improvement.

All of us need to be open to ideas, and welcome them. We should certainly not be narrow-minded, “be closed to ideas. (We should not) be intolerant or reject new ideas” (Low 2013, p. 63, 2018).

Interestingly, in this context, Low (2012c) highlighted that:

People with mindset usually find themselves “having mind blocks—not learning much, such people find it difficult to think laterally or even to expand their skills or talents” “They are slow to learning and changing” (several interviewees’ inputs; mentioned thirty-nine times).

Mind growth is about having an untrapped mind. “The individual is willing to learn.” (several interviewees’ inputs; mentioned forty-three times) Here, there is no fixed or established way of looking at things. One looks at things in a novel or creative fashion; this is refreshing as well as one often learns, changes and innovates.

For Confucius, “a true gentleman (*junzi*) is always open-minded while a petty man (*xiao ren*) is always anxious” (Zhou 2005: 6, *italics author’s*). It is thus worthy to note that when it comes to challenges, a person with mindset is inclined to be afraid of risks and challenges while the modern Confucian with mind growth would love to embrace challenges. (S)he dares to face or take (calculated) risks. And challenges keep his or her adrenalin flows; (s) he would tackle the bull by its horns.

12.1.53 Appealing to the OP’s/People’s Emotions

But feelings can’t be ignored, no matter how unjust or ungrateful they seem.—Anne Frank, *The Diary of a Young Girl*

Emotions come wholly from within, and have only the strength we allow them. Emotions are the colour of life: we would be drab creatures without them. But we must control those emotions or they will control us.—John M. Wilson

Note that all people have a desire for wealth, recognition and self-preservation.

Everyone loves money (“That’s what I want!”). People often talk about other people’s money with a hint of envy.

Everyone too loves recognition. And people like to be in the spotlight; and this can appeal to the OP; such OP is normally well-groomed and may also wear flashy clothes. Their material goods are ordinarily faultless. Besides, they often work in the public eye. And they may refer to themselves frequently in conversations with their favourite words being “I” and “me”.

Another thing is self-preservation; it is the desire to be physically and financially safe and secure. Anything that safeguards or threatens that safety will get an emotional response.

When one appeals to the OP’s emotions, one can offer the OP money and/or recognition. Appeal to their egos. Offer OP (people) security. Anything one says or does that preserves one’s OP’s self-preservation will cause him(her) to emotionally respond. And if they let their emotions run, one has persuaded or swayed them over.

12.1.54 Building Goodwill

Goodwill is the only asset that competition cannot undersell or destroy.—Marshall Field

Among the qualities most needed among those who aspire to true leadership in the fostering of peace and goodwill among the nations and in overcoming racial and religious antagonism is the cooperative spirit and objective.—John Mott

One can build goodwill by tipping off one’s OP of the benefits in one’s proposal.

Also, suggest that one would help one’s OP should the bargaining be successful. One can talk of a publicity blitz that will give the OP some satisfaction of her strong desire for recognition.

Or do not take advantage of the error(s) made by the OP. Point it out to them early in the negotiations—as early as possible and as tactful as possible.

Another way to build or nurture goodwill is to give the OP (people) the personal touch. Be nice. Ask about one’s OP’s family, career or interests. Just make sure that you are sincere. Low (2010a, p. 40) highlighted that, “Where government (a group of leaders) is concerned, it is also about government’s establishing their rapport with peoples and building goodwill as well as their deepening of their friendships and relationships with them. Even in this modern age of info-communications and high-tech, Government leaders should thus not be aloof or distant, uninterested, let alone, be uncaring. The personal touch should be there”.

The leader should also show gratitude or appreciation, and one too builds one’s goodwill with another person (the OP). Anything one thinks will go well with the OP is something to do.

12.1.55 Amplifying

Amplify, clarify, and punctuate, and let the viewer draw his or her own conclusion.—
Keith Jackson

Leaders don't complain about what's not working. Leaders celebrate what is working and work to amplify it.—Simon Sinek

Create content. Highlight content. Amplify content. Show the good value of the content.

Yes amplify! “Amplify. Make the most important bits bigger and other bits smaller.” (Low 2013, p. 64, 2018). Enlarge the benefits. Magnify the gains made by your OP should they seal the deal with you.

Amplify the benefits of the Company's products and services? Amplify the benefits of the relationships? Yes, magnify the benefits of working with the Company. And amplify the various gains and benefits of what the OP can get from the partnership or cooperation with you.

12.1.56 Sharing the Same Values (Fostering a Sense of Unity)

If we have no peace, it is because we have forgotten that we belong to each other.—
Mother Teresa

Tell me what you pay attention to and I will tell you who you are.—José Ortega y Gasset

This is turning the soft stuff into advantage. Culture can be a tremendous competitive edge and it is not easily replicable (Taylor 2004; Barker and Coy 2004). However, most organizations are not investing, growing in culture or promoting certain core values at the level that will differentiate them from their rivals.

In Confucian leadership and persuasion, it is worthy to note that the leader studies people (Low 2010a). For Confucius, a leader can understand a person by observing what (s)he does, how (s)he arrives at his (her) present position and how (s)he feels about it. Then, there is a need to ask whether there is anything about the person (s)he does not understand. (The Analects, Chapter II verse 10). It is very important to work with good people and lead them. Working with petty people, those not sharing the higher ideals of virtue, benevolence and learning are not encouraged in the Confucian way. Confucius also expressed that while the gentleman cherishes virtue, the petty man cherishes his native place; while the gentleman cherishes the law, the petty man cherishes his self-interests”.

To further explain, when referring to the same core values, it is good to know that the Chinese character for heart (Hanyu Pinyin: xin) symbolises the biological organ heart itself and is used in the Chinese language to express the human feelings and the characteristic of an individual or a group. This shows the common intent and purpose (among members of a team) necessary to attain synergy. And when the leader shares the same values and the common convictions with the people, the

people and the leader are of one mind and one heart. And of like-minds, it is easier to work out together and attain whatever goal(s) set. Confucianism stresses on this sense of unity, and this value, in fact, becomes an edge, encouraging people to work hard and together overcome hardships and whatever obstacles faced. In Asia, government leaders are doing this by stressing on shared or common Asian values to their constituents, and these values include integrity, family togetherness, relationship-building and other Confucian and/or Asian values. Sharing the same core values with people makes people feel that they, in fact, share a common goal or destiny with the government or their leaders (Low 2008). And other things being equal, this can also ensure the success of government initiatives and project implementations.

12.1.57 Educating (Training) the People

Education is the passport to the future, for tomorrow belongs to those who prepare for it today.—Malcolm X

Education is not preparation for life; education is life itself.—John Dewey

Educating, informing and training people can indeed be also applied as a persuasion tool. Encourage the people to grow too; encouragement has the effect of a little rain; it causes steady growth.

Note that the Confucians stressed a lot on learning and (encouraging learning) education; he brought education to the masses (*The Analects*, XVI verse 9, I verse 14; VII verse 7; Lau 1979). The people are educated; they learn and are motivated.

Here, Low (2010a) highlighted the case of Singapore, a City-state with the *Confucian Heritage* national culture (Low 2002b, 2009). The public, people of all ages, young and old, are educated on the uses and benefits of e-government. The Singapore government has built up a national information technology (IT) culture that involved a massive public education campaign and this is one of the factors that account for the success of its e-government. School children are educated not only to be open to IT, but also to be IT-savvy, the students use computers and laptops, and were exposed to the use and benefits of computers, IT and technology as a whole. And to this author, this helps to bring about the vital soft people power—the platform and vital increasing awareness, acceptance and appreciation of Infocomm-Communications Technology (ICT) and successful e-government implementation. The plan also called for the involvement of schools, businesses, community centres, the mass media and other grassroots organizations to create awareness and promote IT education and literacy (IDA 2006).

Additionally, various campaigns were held annually to raise public awareness of the e-lifestyle. These campaigns in Singapore stress on the 4Es—e-Learning, e-Entertainment, e-Communications and e-Transactions—to provide Singaporeans five strong reasons why they have got to be connected to information communication technology (Rahman et al. 2011; Low 2008). To stir citizens from being aware

of adopting an e-lifestyle, a series of thematic online fairs are also planned to boost consumer confidence in online services such as shopping for groceries, purchasing travel packages and banking online.

At the corporate level, one can train employees, even seasonal ones, in what they need to know, show them it's alright to ask you questions, and help them get to know or get connected to other employees. All these are educating the people ways to persuade them to one's side.

12.1.58 Greeting the OP/People Well

Nama means bow, as means I, and te means you. Therefore, namaste literally means "bow me you" or "I bow to you." (The spirit in me bow to the spirit in you)—North Indian Greetings

Do you greet people? And if so, how often? Do you greet the OP (people) excitedly? When greeting people, do you greet well or whole-heartedly?

A greeting should be pleasant and makes the recipient feels good and/or important. A greeting is essentially a polite word or a sign of welcome, recognition and acknowledgement of the presence of the person (OP). It is also the action of giving him (her) a sign of welcome. A greeting is also a formal expression of goodwill, said on meeting or in a written message.

A greeting also sets a positive tone for any conversation whether it is with your friend, boss or client.

So greet the OP/people well. To this author, greeting the OP/people can be an influential tool too. A good greeting can make the OP feels recognised and very welcomed. And of course, a bad greeting can thus generate the opposite effects. Take, for example one wishes another, "Have a happy holidays; enjoy yourself", and suppose the replies from the OP are one of the following, which of these would you like to be responded with:

"Yes, of course"

"But of course!"

"I will"

"Thanks and you too! Yes, we'll enjoy the holidays"

The first three replies would, in the author's views, be proud or not humble on the part of the respondent, and does not reflect that both parties are gratified, satisfied and happy.

In Japanese, we call greeting, "Aisatsu". This word comes from Zen teachings. A greeting based on "Ki" (energy) is meant to recognise the others' presence. The reason why we feel sad or upset when we don't receive a greeting is because it basically means the same as "ignoring one's presence". A greeting can make Ki connection. On the other hand, no greeting can disconnect Ki.

It appears like common sense that businesses should expect employees to pay great attention to how they greet customers. A courteous greeting is an excellent

way to make a positive first impression on a customer, and there is the risk that a customer will not make a purchase when a proper greeting is lacking.

I once went to a friend's place to give him some books, and at that time, I had lost some hair and apparently appeared balder than I last saw him. The very first thing when I arrived, he uttered, "Have you gone for chemotherapy?"

Now, that was really uncalled for; it was really as if I have had a terminal disease! I had cancer; how would you feel if you have received such a greeting? Is it a welcoming greeting if one were to receive it?

12.1.59 Being Able or Competent

In a hierarchy, every employee tends to rise to his level of incompetence.—Laurence J. Peter, *The Peter Principle*

It happens; incompetence is rewarded more often than not.—Jeff Lindsay, *Darkly Dreaming Dexter*

One critical factor contributing to the persuasiveness of a leader is his (her) ability and/or competence. Does (s)he, as a leader, has the necessary skills set?

If the leader is competent, then (s)he, knowing his or her facts and being skilled as well as credible, is likely to be listened to. Conversely, if the leader is not competent, then (s)he is likely to be not credible, and not likely to be listened to; such a leader is therefore not influential.

It is difficult for an incompetent leader to gain his (her) people's trust. The people are unlikely to trust such a leader; they may feel insecure and/or that they are not in a good position or stead. Because they are not competent, such (non-)leaders do not deliver their goods and promises (Low and Teo 2015; Devereaux 2015). And these would thus all the more make them to be less persuasive or winning.

However, what is worse, according to Low and Teo's (2015, p. 31) study, "many weak leaders or what is dishonourably called "fat cats", "SOBs" or even "lazy buggers" (several interviewees' inputs) exist, and they are the non-capable ones who purposely create turmoil, problems; difficulties and even commit mistakes or frauds in organizations to get personal benefits such as promotions, junket trips, bonuses and other perks. Such kind of leadership may, inevitably, put the whole organization into a black hole or in a disastrous situation".

12.1.60 Being Willing

Heroes represent the best of ourselves, respecting that we are human beings. A hero can be anyone from Gandhi to your classroom teacher, anyone who can show courage when faced with a problem. A hero is someone who is willing to help others in his or her best capacity.—Ricky Martin

The willing, Destiny guides them. The unwilling, Destiny drags them.—Seneca

If others do the job for us unwillingly, then we would feel that we are not in their list of priorities. We would also, in fact, not feel relaxed or comfortable, if not awkward.

On the contrary, we would certainly want others to do things for us willingly, if not eagerly. And if the task(s) were done willingly and freely, then we would be very happy and, in fact, grateful for the job done. We would be very appreciative.

The point is that when one helps others and/or when one does a favour or a job for someone, one needs to help and/or do the job willingly and happily. And that pleases the person, be it one's OP/people, an employee, a friend or even a family member.

Yes, be willing and be keen to help others. And allow ourselves to be reminded by what Osho once said:

The moment you become miserly you are closed
to the basic phenomenon of life: expansion, sharing.
The moment you start clinging to things,
you have missed the target.
Because things are not the target,
you, your innermost being, is the target—
not a beautiful house, but a beautiful you;
not much money, but a rich you;
not many things, but an open being,
available to millions of things.

12.2 Checkpoint

Think About It

1. Influence was defined as a means of getting what we want without force or persuading OP/others to our point of view. Describe one occasion in which you successfully exercised influence. What was the outcome?

2. Describe one situation in your workplace in which the use of influence would be more apt and effective than the application of formal power/authority—that is, ordering someone to do something.

3. "Give me ENERGY!" Suggest at least seven (7) ways in which you, as a leader/manager can be more energy-giving to your people.

4. "Give me a BIG PASS!" Suggest at least three (3) ways in which you, as a leader/manager can be more positive.

5. "Give me a BIG EAR!" Suggest at least three (3) ways in which you, as a leader/manager can listen better to your people.

6. "Give me POLITENESS!" Suggest at least three (3) ways in which you, as a leader/manager can be polite to your people.

7. "Give me a BIG HELP!" Suggest at least three (3) ways in which you, as a leader/manager can be helpful to your people.

8. “Give me CONFIDENCE!” Suggest at least three (3) ways in which you, as a leader/manager can be confident and certain.

9. “Make me USEFUL!” Suggest at least three (3) ways in which you, as a leader/manager can be useful and helpful to his (her) people.

10. “CONNECT to me”. Suggest ways in which you, as a leader/manager can connect with others/your people.

11. What do you share in common with the OP/your people?

Suggest at least three (3) ways in which you, as a leader/manager can establish common ground with your people (others).

12. One “has to be persuasive to get things done” or “convince others to one’s side of the story and one’s messages”. Recall and describe a recent occurrence in which someone at work tried to persuade you to do what (s)he wanted or desired.

13. For you to be persuasive or having (more) influence on OP (people), they have to trust you. Describe three things you can do to be viewed by OP (people) as trustworthy.

14. Suggest at least three (3) ways in which you, as a leader/manager can lead by your heart.

15. Suggest at least three (3) ways in which you, as a leader/manager can do to keep abreast of developments in your industry.

16. Suggest at least five (5) ways in which you, as manager/leader, can be more of appreciating and liking your people.

17. Suggest ways in which you, as manager, can be more of a leader.

18. Describe how or in what ways you can write persuasively.

19. Describe three things you can do to set an example or be a role model.

20. Describe, at least, three things you can do to tell or relate a story to an audience.

21. Think and/or describe a story you wish to tell your audience to persuade them to your point of view.

22. Describe five (5) things you can do to share information and be (promote) transparency in your organisation.

23. Suggest ways in which you can grow your mind growth to sway OP (your people) over to your side.

24. Describe the various ways you can do to appeal to your Other Party (OP)'s emotions.

25. Suggest ways in which you can build or develop goodwill with your OP/people.

26. What do you need to amplify to your OP (people)? Suggest ways in which you can amplify to your OP (people).

27. Suggest the key benefits and advantages that your people can gain by working with your Company?

28. Can sharing a leader's values with the people be influential? And if so, why? If not, why not?

29. Reflect and think how you can greet your OP (people). Does the OP (people) feel welcomed?

30. Suggest ways in which you can apply to educating your people as a tool of persuasion.

31. Suggest ways in which you can apply to informing your people as a persuasion tool.

32. Suggest ways in which you can better able or increase your competence to up your influence of your people?

33. To draw more friends and advocates to me (and/or be a better friend and buddy to those I have), I will consciously grow my gifts in all areas—appearance, knowledge/learning, encouragement, personality, and, most importantly, character or integrity.

34. Your own pointers:

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I never make the mistake of arguing with people for whose opinions I have no respect.

Edward Gibbon

Arguing is the Olympics of talking.

Stewart Stafford

13.1 Introduction

Selling is a natural skill. It's developed as a child. You may know it as persuasion.—
Jeffrey Gitomer

In some ways, we are bad in arguing, and in advancing arguments.

To be an effective negotiator, one must argue well. And to argue well, one needs to be convincing and believable. And note that how to argue well is a life skill. The dos and the don'ts of how to argue are discussed. From "The don'ts" one learns how not to argue well or how to lose an argument.

Overall, the goal of arguing especially in a relationship is to clarify and promote understanding, not winning.

13.2 The Dos and the Don'ts

From the outset, it is to be stressed that it is pointless to argue with the wrong person. Many a times one can notice that the unhappy or dissatisfied customers give hell to the service people. It is not that the service person is silly, slow or uncooperative and is at fault but rather the management is, in some way, at fault. Taking your frustrations on the wrong person is a bad move and causes unnecessary troubles to

others. It's unjust and one would probably dislike oneself later. And yes, at times, it is better not to argue at all.

If you choose to fight, then let us fight well. If you choose to argue, then let us argue well.

Here then are the do's and the don'ts to lead, if not, make us argue well.

13.3 The Dos

13.3.1 Have Premises and Examples

A good example is far better than a good precept.—Dwight L. Moody

Don't wait for other people to be loving, giving, compassionate, grateful, forgiving, generous, or friendly... lead the way!—Steve Maraboli, *Unapologetically You: Reflections on Life and the Human Experience*

Don't just make statements; one should not be stating just statements.

Instead, one should be giving or advancing premises, bases and/or evidences.

Give reasons and/or expand your sentences—for example, when one states, "Self-harm does not bring real relief". One also indicates that "There are coping strategies that will help you feel better, and they are: exercising, exploring nature, spending time with loved ones, listening to music and reading" (Fig. 13.1).

Do your homework. Work out or present your reasons. Do your sums. And present your data and whatever information to support your statement. These are the foundations of arguments.

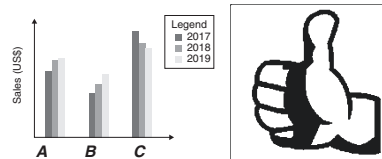
Solid examples are next advanced to even further support the statements made. Use examples; use good ones.

Solid examples and illustrations can be given in the form of figures, statistics, sums, pictures, diagrams and/or even in photograph forms.

If one is a salesperson, one should present one's brochures and demonstrate the uses and benefits of one's products. One also show proofs and evidences of one's good products and their advantages.

Fig. 13.1 The importance of the use of diagrams, graphs, etc. (examples and illustrations)

Concrete examples and good illustrations can be presented in the form of figures, statistics, sums, pictures, diagrams and/ or even in photograph forms.



13.3.2 Argue Professionally

Sometimes, silence is the best way to win an argument.—Jorge P. Guerrero

Listening is a master skill for personal and professional greatness.—Robin S. Sharma

One must not be coarse, crude or unprofessional; a Lebanese proverb speaks of, “Lower your voice and strengthen your argument”. Indeed one simply needs to be finesse or poise and argue gracefully.

Remember that one indeed does not fight dirty. I still remember the words of George Bernard Shaw, and these are what he said, “I learned long ago, never to wrestle with a pig. You get dirty, and besides, the pig likes it”.

Yes, it is tempting to jab one’s OP between the ribs, but it is not effective or advantageous and will only make things worse.

Just be professional, and argue the point, not the person. Do not get personal or attack the person (the Other Party).

Continue to stay focussed on the point(s) of argument; do not go off-tangent. Do focus on one issue or one’s brain will go in overload mode.

And yes, (continue to) stay polite, well-mannered and positive.

Do not put words in one’s OP’s mouth.

13.3.3 Listen

Wisdom is the reward you get for a lifetime of listening when you’d have preferred to talk.—Doug Larson

The ear of the leader must ring with the voices of the people.—Woodrow Wilson

Managers should know when to stop talking and start listening.

Listen carefully. Listen up.

The best way to argue is actually not to argue. Stop arguing. And that is—listen. Bregman (2011) spoke of,

“Simply acknowledge the other and what he’s saying without any intention of refuting his position. If you’re interested, you can ask questions—not to prove him wrong—but to better understand him”.

“What more, because listening has the opposite effect of arguing. Arguing closes people down. Listening slows them down. And then it opens them up. When someone feels heard, he relaxes. He feels generous and becomes more interested in hearing you”. Because you have listened to him, now he will listen to you.

Remember Lao Tzu’s words, “Silence is a source of great strength”.

Start by listening to what the other person has to say and make sure you acknowledge their point of view.

One does not have to agree with what the OP is saying but one does need to show one has received the message. For example ‘from your viewpoint, “I can see you

might feel let down” or “I get the feeling you think I’m not being supportive” or “I know this is a full on time for our department and you’ve a lot to think about”.

If one does not actively show that one has listened, the OP will assume one has not and will either walk away or withdraw. The OP will think one is not taking them seriously. Alternatively, they may increase the intensity of their argument; and their voice volume in a way to make one listen to them.

13.3.4 Be Congenial

I still owe a duty of loyalty to my clients and former clients, so I cannot specify which clients I did not especially find congenial, but the cause was the same.—Floyd Abrams

We’re not dating,” Alec said again. “Oh?” Magnus said. “So you’re just that friendly with everybody, is that it?”—Cassandra Clare, *City of Ashes*

If one keeps rolling one’s eyes, pouting one’s mouth, pursing one’s lips, making faces and/or showing any signs of unhappiness when relating with another person, not just the OP, then others may feel not really wanting to or feel uncomfortable to relate with such as person—whether (s)he is a negotiator or otherwise.

Always be friendly and pleasant.

And create a pleasant, amiable or a good-natured climate for one’s negotiation with the OP.

This author believes that friendliness is a sign of inner strength and balance. And one can make a difference with friendliness. Just imagine what could have happened if I had the courage to make the first step with my not so polite colleague and/or relative. It would have given me at least the likelihood of or opening for discovering the underlying or key cause of his behaviour, and maybe even helping him.

In its place, I was so preoccupied with defending myself that I did not even consider honest or open friendliness as a possible way to resolve the issue. This was the instant when I realised that I could only make a difference by being nice or gentle and helpful to other people whether they are OP or otherwise.

So among the many benefits and advantages of being congenial are that one tries to understand and get connected or linked with people easily. Moreover, people including OPs feel more comfortable in one’s presence. Both of us, the negotiators and other(s) open up easily. Besides, it’s easy to talk on taboo (which are actually hipped to talk on) topics, discuss and come up with good understanding. Indeed knowledge, perspective, experience sharing happens which brings many viewpoints or approaches to your thinking.

A friend of mine also relevantly pointed that that being pleasant can also bring this benefit, that is, one learns to take criticism positively, laugh on jokes passed onto oneself and learns to crack jokes on us while making people laugh and feel comfortable. And indeed this helps to work easily together.

If one is congenial with others, then one too builds goodwill around oneself, and one also finds oneself surrounded by one's friends, supporters, advocates and/or champions.

13.3.5 Stay Calm

In a calm sea, every man is a pilot.—English proverb

Speak when you are angry, and you will make the best speech you will ever regret.—
Ambrose Bierce

We argue well when we remain calm, and when our minds are at peace.

Our reflection cannot be seen in boiling water. Similarly, we cannot solve problems with a perturbed mind; solutions cannot be seen with a disturbed mind. Cooldown and stay calm, and you will find solution for your problem.

Moreover, the Dalai Lama once spoke of, “Calm mind brings inner strength and self-confidence, so that's very important for good health”.

Be as cool as a cucumber. Remember the words of Ambrose Bierce, an American author and satirist, “Speak when you are angry and you will make the best speech you will ever regret”.

And to paraphrase Lao Tzu's “The best fighter is never angry”, the best negotiator is never angry. So, don't get angry.

Instead remain at peace. Even if one gets passionate about one's point, one must stay cool and in control of one's emotions.

How does one stay calm?

One should not raise one's voice; one should breathe well. Inhale, exhale, inhale... This is more of an obvious one, but deep breathing has the ability to calm anyone down. Attempt to breathe slower and deeper than one normally would. And one stays calm.

13.3.6 Grant Humility

It was pride that changed angels into devils; it is humility that makes men as angels.—Saint Augustine

Not boasting or bragging, a person, by being humble, is persuasive.

Yes, be humble. One needs to be modest, and be respectful to others and make efforts or attempts to understand them.

For it is said that “there is no respect for others without humility in one's self.” (Henri Frederic Amiel).

And Miller (2017) spoke of,

Nothing is more destructive to a leader than his ego. Our ego is never more present than in an argument. It's our ego that insists our idea is the best, that we know the answer, that

people just need to do what we say and everything will be good. It's our ego that makes us say snarky, sarcastic, cruel things to the people we love the most. And it's our ego that makes us get the last word in and do whatever it takes to "win" the argument.

Here's a secret. You don't win an argument by being right. You win an argument by being humble and curious.

13.3.7 Give Respect to Your OP

I speak to everyone in the same way, whether he is the garbage man or the president of the university.—Albert Einstein

U. Thant, the Burmese diplomat and the third Secretary-General of the United Nations from 1961 to 1971, the first non-European to hold the position. He held the office for a record 10 years and one month, once said that, "Every human being, of whatever origin, of whatever station, deserves respect. We must each respect others even as we respect ourselves".

One gives respect even those with whom one strongly or heatedly disagrees.

Whenever and each time, one argues with one's Other Party (OP), one needs to show or give respect to one's OP. As John Bacon once said, "It comes down to the way you treat people. When you treat people with dignity and respect all the time, you can work through anything".

13.3.8 Be Positive

The sweetest two words in any negotiation are actually, 'That's right.' Before you convince them to see what you're trying to accomplish, you have to say the things to them that will get them to say, 'That's right.'—Christopher Voss

Live life to the fullest, and focus on the positive.—Matt Cameron

First of all, let us ask ourselves these questions:

- O How positive are you?
- O How optimistic are you?

The manager asked the staff: "Have you NOT done the report I ask you to do?" Or she phrased it as: "You did NOT do the report, right?" Yes, the question is asked but it is phrased in a negative way, assuming that the OP has not done the task or job concerned. And this can be demotivating or dispiriting to the staff (OP).

It would indeed be more motivating if the questions have been phrased in a positive way—"Have you done the report I ask you to do?" Or "You did the report, right?"

To a great extent, all of us gain by distancing ourselves from negativities. We need to cherish or appreciate the OP (others) more so, when they are our staff and better still, even our family members. And create nice, good feelings among the OPs (others) of us.

Just focus forward. And build our good relationships.

Counsman (2017) argued that in a win–win negotiation, one wants to get the best possible deal for oneself while one also works to make the OP as satisfied as possible. The emotions displayed during a win–win negotiation can teach one what the OP really wants. They can also influence how one, as the negotiator and the OP interact.

“Emotions constitute a deliberate behavioral strategy that can be used by negotiators in support of strategic action,” said Shirli Kopelman, professor of management and organizations at the University of Michigan’s Ross School of Business cited by Counsman (2017).

“Negotiators who strategically display positive rather than negative emotions are more likely to preserve valuable business relationships, gain concessions and persuade opposing parties to accept their offers, and thus, more frequently close deals”, argued Kopelman, cited by Counsman (2017).

Yes, optimism can be learned. You use the right words, we choose the words we want to use or apply.

We can also make our self-talk positive.

Count one’s blessings [If you are not happy, remind yourself of the people and things in your life that you have to be grateful for], and be thankful. “If you concentrate on finding whatever is good in every situation, you will discover that your life will suddenly be filled with gratitude, a feeling that nurtures the soul.” (Rabbi Harold Kushner).

Optimists create abundance; they give and share. They tolerate, they move on, and they don’t take things personally. They learn, and improve. They look for success in failures too.

When one is positive, one becomes or is an optimist; do note that positive emotions and optimism can really energise a negotiation. It also makes the OP wants to talk to or discuss things; the positive person is a more pleasant person to deal with.

13.3.9 Be Creative

A creative man is motivated by the desire to achieve, not by the desire to beat others.—
Ayn Rand

Creative thinking inspires ideas. Ideas inspire change.—Barbara Januszkiewicz

Richard Branson once said that, “The most talented, thought-provoking, game-changing people are never normal.” And indeed so, appearing not normal and/or M.A.D.: Make A Difference, a creative person is flexible. Not restricted, a creative negotiator comes up with solutions easily and brings the discussions away from deadlocks and standstills, but to newer heights.

Maya Angelou pointed out that, “You can’t use up creativity. The more you use, the more you have”.

And really “there are many ways to skin a cat”. It is said that if one’s life is one’s canvas; and one is the masterpiece. There are a million ways to be compassionate, wonderful, fabulous, creative, bold and interesting.

And if one is creative, one is likely to argue well. One too can talk in terms of various ways and approaches, looking at things from various angles and perspectives. And one is more open and flexible to (new) ideas and solutions. One is not stuck to one idea, one perspective; one means and/or one way only.

13.3.10 Talk about Satisfying the Needs of the OPs/others

Everyone has inside of him a piece of good news. The good news is that you don't know how great you can be! How much you can love! What you can accomplish! And what your potential is!—Anne Frank

There is a saying that every nice piece of work needs the right person in the right place at the right time.—Benoit Mandelbrot

Sometimes even without listening to the OP, one brushes off the OP; “never mind; you don't really see the point”.

Find out (more) about the Other Party, look and talk from their angle; it is music to their ears. They like it.

It's not what you need but what they need that counts.

Ask: Do the audience (the Other Party) have an interest? Is there a special interest? Are there any special needs that they have?

Then, yes, appeal to their interest(s). When speaking to the audience, one needs to find out and relate to them in terms of their needs and interests.

During Christmas or when giving gifts, one gives what one's loved ones need and not what one wants or needs. Yes, cater to the needs of the others, and make them happy; do satisfy them.

13.3.11 Argue with Passion

You can do anything as long as you have the passion, the drive, the focus, and the support.—Sabrina Bryan

Passion gives one the fire in one's belly; it supplies the impetus. And passion gets things done.

Often, the successful presenters and persuaders say that the most important thing is to connect with one's audience, and the best way to do that is to let one's passion for the subject shine through.

Let it be known. Show one's face, let it speak. Show one's passion; show one's passion in one's voice, tone and gestures. Send out clear body language signals of one's passion and love.

When one is passionate about something, one does not play small; instead one plays it BIG. Nelson Mandela once said that, “There is no passion to be found playing small—in settling for a life that is less than the one you are capable of living”.

Without passion, great ideas never get heard. And not get played big upon.

We are thus reminded by Oprah Winfrey that “passion is energy. Feel the power that comes from focusing on what excites you”. Argue passionately, and half the battle is won.

13.3.12 Keep One’s Argument Simple

Don’t use a lot when a little will do.—Proverb

Low (2009, p.29, *italics mine*) wrote: “Simplicity means without ego. When there is no ego, one simply gets things done. There is no attachment; one serves (*negotiates*) and remains detached”.

The wisdom of the *Tao* has it that:

All streams flow to the sea
because it is lower than they are.
Humility gives it its power.
If you want to govern the people,
you must place yourself below them.
If you want to lead the people,
you must learn how to follow them.—Lao-tzu, verse 66, *Tao de Ching*.

Low (2009, p. 29, *italics mine*) continued, “The wise leader (*negotiator*) does not boast; the leader (*negotiator*) achieves results, but do not glory in them or is proud of his or her victories, and does not boast (boasting is not natural). When ego gets into the way, the leader (*negotiator*) simply does not think or feel straight—(s)he goes against the natural way, and will fail in his or her endeavour”.

When one is planning one’s presentation, one should always keep in mind these questions:

- What is the key message (or three key points) for my audience to take away?
- Am I able to communicate this message in a brief way? And yes, you should be able to communicate that key message very briefly.

Most experts recommend a 30-second “overview summary”, others that you can write it on the back of a business card, or say it in no more than 15 words.

Whichever rule one chooses, the key thing is to keep one’s core message focused and brief.

It is also said that if what one is planning to say does not contribute to that core message, then don’t say it.

13.3.13 Apply Proverbs and Wise Sayings

Proverbs are beautiful.—Unknown

A proverb is one man’s wit and all men’s wisdom.—Lord John Russell (1792–1878)

Proverbs and old traditional (historic) sayings are distilled wisdom, and skilled negotiators and writers use them to make your arguments persuasive.

It is important to use proverbs or old sayings. Proverbs are simple, wise sayings that dish out advice about life; they are the gems of wisdom. And a proverb normally expresses a truth based on common sense or experience.

A proverb can be culturally specific, yet its meaning has the universality; everyone can connect or relate to proverbs in some way and on some level. There is, in fact, a proverb or an old wise saying for almost any situation.

13.3.14 Make Use of Puns

Puns are the highest form of literature.—Alfred Hitchcock

I have mood poisoning. Must be something I hate.—Marilyn Manson

It is good to apply puns when putting up arguments (titles, headings or sub-headings); they make one appear witty in one's arguments. The pun, also called paronomasia, is a type of wordplay that takes advantage of the multiple meanings of a term, or of similar-sounding words, for an intended humorous or rhetorical effect.

Some would also argue that a pun is not only fun ("punny") but also, it is a humorous or amusing device. And a humorous message can give the audience a pleasant experience. Better still, some would further argue that puns are memorable or unforgettable, straight to the point and connect well with the audiences.

One café prints a pun on its ad on tee-shirts with the saying, "Better Latte than never". And ice-cream maker Ben and Jerry uses this word—"doughlicious" to say about its Chocolate Chip Cookie Dough Core: A nod to the original Cookie milk ice cream with fudge chips & a chocolate chip cookie dough core (Ben & Jerry's Homemade Inc., 2019).

"Fan" is "rice" in Mandarin and a food stall selling rice with food dishes may advertise as selling "fan"tastic rice dishes.

A cheer team speaks of itself as being "cheer-ific" in its publicity piece while one tea drink manufacturer uses the word, "tea-rrific". And one hawker stall selling rice dishes put the stall sign as "Rice and Shine" and another hawker stall, selling fish and chicken dishes, has its stall sign saying, "Fish and chicks".

A bubble tea shop selling a variety of teas, herbal and non-herbal have as its name: "Varie-tea"; and how appropriate. Another tea shop calls itself "ParTEA", and it surely sounds attractive, conveying the idea that the tea drinkers are having fun or are enjoying themselves.

Another hawker, selling wan ton or pork dumplings noodles, has the stall sign emblazoned as "Poh Kee" (sounding like "Porky"). And yet one wan ton or pork dumplings noodles hawker has a shop sign telling prospects and customers to come for "One Ton Noodles".

A fruit shop called itself, "Fruitutopia" and all kinds of fruits are sold, and what a fruit paradise it is! And Burger King greets good wishes to its customers—"HAVO GOOD DAY" with its Avacado croissan'wich® (Singapore ad circa November 2019).

In the media world, to draw or attract appeal to audience's pity, empathy or sympathy with the needs of the poor, Singapore's Mediacorp has this television programme appropriately called, "RenovAID"; *RenovAID* is a programme by *Mediacorp* that help the needy family to Renew, Rebuild and Revitalise their home. The television programme offers the link for the audience "to watch how RenovAID Program by MediaCorp improved the lives of these families" (<https://www.renovaid.com.sg/renovaid-season-5.html>). Of interest, at its website, the RenovAID team also spoke of how "completing the Renovation and changed the lives of these families within 10 working days. (They) also share(s) on what difficulties (they) faced during this program".

Interestingly, another pun example comes from one pastor who argues, saying that, "Adultery is a sin. You can't have your Kate and Edith too".

In terms of everyday living, one example can be: "Man does not live in bed alone" with the pun "bed" from "bread".

13.3.15 Use Acronyms

Writing is a bitch. It's an itch that I love to scratch.—Ana Claudia Antunes, *ACross Tic*

You can't take over the world without a good acronym.—C. S. Woolley

An acronym can be a good presentation of an argument format.

Note that an acronym is a word or name formed as a type of abbreviation from the initial components of a phrase or a word, usually individual letters, as in scuba (Self-Contained Underwater Breathing Apparatus) or NATO (North Atlantic Treaty Organization).

Acronyms can make or lead the audience to easily remember the gist of the idea or ideas presented in the argument put forth by the proponent(s). An idea/concept, for example can be presented in an **ALI** format. This format discusses the idea/concept in terms of first, the prevailing **Advantages** offered, second, the **Limitations** posed or the disadvantages; and third, any **Interesting** aspects of the idea/concept.

FAST is an acronym or a contraction used as a mnemonic to help detect and enhance responsiveness to the needs of a person having a stroke. The acronym or abbreviation stands for:

- Facial drooping
- Arm weakness
- Speech difficulties
- Time—to call emergency services (www.strokeassociation.org)

During the Covid 19 pandemic (circa April 2020), a Christian friend of mine what's-apped to me a message; and he used these acronyms to persuade me the goodness of Good Friday and salvation through Christ. The words were used as such:

My personal reflection on Good Friday: Through Christ's death at the cross may

We turn all our
Fears/failures into
Hope in Christ

AS

Christ
Offers us
Visibilities (His Light)
In all our
Darkness/doubts

In another example, one, for instance, wants and insists on others not to eat junk food, and she argues in the form of the acronym: **C.R.A.P.** and he puts forth: Stop eating C.R.A.P., that is:

- Carbonated drinks
- Refined sugars
- Artificial foods
- Processed foods—And she then gives examples of each category

Then again, on one hand, some may argue that acronyms or these contractions are not plain English, creating its own buzz words and to some extent, acronyms can make people who don't know them feel excluded or silly.

On the other hand, on the pros side when advancing an argument, it is certainly suitable and advantageous to use acronyms—as it makes easier to remember the message or the ideas presented.

Overall, presenting both sides of the coin or argument is normally seen as the speaker's being fair and impartial; and this is likely to gain the favour of the listener or audience.

13.3.16 Use Rhymes

Love is like wine, drink it as you rhyme.—Santosh Kalwar

A lot of my rhymes are just to get chuckles out of people. Anybody with half a brain is going to be able to tell when I'm joking and when I'm serious.—Eminem

Remember these rhymes, the tongue twister, “*She sells seashells by the sea-shore... So if she sells sea-shells on the sea-shore, then I'm sure she sells sea-shore shells!*” (“*She sells seashells by the seashore*” is based on a song written by Terry Sullivan). And the children's nursery rhymes such as: “Row, row, row your boat,

gently down the stream. Merrily, merrily, merrily, merrily life is but a dream". Rhymes make it easier to recall or evoke.

Remember the parting shots or when you were signing autographs in primary schooldays; rhymes such as "North, South, East, West. Friendship is the best". And "On the sea there lies a rock. It is written, forget me not!" Rhymes are often notable or memorable.

And making use of rhymes too works well in persuasive arguments.

A cable news network starts its news each time with flashing letters of **N**: North, **E**: East, **W**: West; **S**: South. And here, the cable news network is seen as apt in saying of its news coverage.

One can apply words that rhyme in one's arguments to make it more appealing to persuade people. Singapore Mass Rapid Transit: SMRT, for example engages and encourages the young and kind people to give up seats to the seniors and elderlies. They use Stand-up Stacey (She'll make you stand up if you know what I mean...), a character symbol, to promote graciousness, urging people to give up their seats to those who need most.

There are now two more new cartoon commuters to encourage passengers to make public transport more pleasant. Bag-Down Benny and Hush-Hush Hannah made their first appearance on stickers and posters at Dhoby Ghaut MRT station on Tuesday, alongside Move-in Martin, Stand-up Stacey and Give-way Glenda. The two new cartoon characters were picked from more than 800 entries received by the Land Transport Authority (LTA) in its Facebook design contest, which ran in June and July 2014 (Lee, 2014).

13.3.17 Apply Analogies, Metaphors and Similes

If people were like rain, I was like drizzle and she was a hurricane.—John Green, *Looking for Alaska*

"The eggs of her breasts rested on the hairy nest of his chest, and..."

"Watching that movie is like taking an emotional roller-coaster ride."

One uses analogies or comparisons to introduce new ideas. And these make things and arguments interesting or thought-provoking.

E. B. White's famous analogy: "Explaining a joke is like dissecting a frog. You understand it better but the frog dies in the process" shows that sometimes it is better not to know too much.

Analogies are used to compare things so that one can see a relationship between them. There are many ways to do it, but the key thing is likening or comparing one thing to another. For example, portraying a lady in terms of a flower can highlight her beauty: "Her petal-soft smile bloomed in the morning sun". Or portraying a woman's face in terms of fine china: "Her smooth porcelain-face is so well-chiselled".

Metaphors are applied to do this by saying something "is" something else. For example, "That test was hell.

Slightly different from an analogy, a simile compares two things using the words “like” or “as” to create a new meaning. These comparisons are direct and typically easy to understand. For example:

- As stubborn as a mule
- As clumsy as bear
- As cool as a cucumber
- Crazy like a fox
- As sly as a fox
- As blind as a bat

13.3.18 Appreciate Brevity

The fewer the words, the better the prayer.—Martin Luther

Like all sweet dreams, it will be brief, but brevity makes sweetness, doesn't it?—
Stephen King

Embrace and practise brevity.

And to paraphrase Winston Churchill's words, a good argument should be like a woman's skirt; long enough to cover the subject and short enough to create interest.

Explain one's idea in as few words as possible. People have a limited attention span, so talk about your strongest points first.

13.3.19 Apply the Power of Three

Man must evolve for all human conflict, a method which rejects revenge, aggression and retaliation. The foundation of such a method is love.—Martin Luther King, Jr.

It is also said that making points in three's is also very powerful.

Introduction, Body and Conclusion; these make three.

Three has a rhythm and many people have what is known in psychological terms as a three times convincer. If they hear, see or do something three times they are more apt to be persuaded or influenced.

In presentation, it's good to reiterate and apply the Power of Three. It is good to tell the audience what you are going to tell them, tell them and then tell them what you have told them.

It is a good practice and habit to repeat three times or play the broken record ploy—where a position is reiterated three times (or more so, many times) that the proposition or intention becomes more credible. And this can be another cunning psychological weapon which can be used to worm one's suggestions and hints into the heads and consciousness of the OP or others one is attempting to persuade and convince.

13.4 The Don'ts

Don't raise your voice, improve your argument.—Desmond Tutu [*Address at the Nelson Mandela Foundation in Houghton, Johannesburg, South Africa, 23 November 2004*]

13.4.1 Don't Employ Fallacious Arguments

The poorly sophisticated, since many of us are, as presumed to be, lacking in good arguments, we are then prone to being well-versed in insults.—Criss Jami, *Healology*

Fallacies to me are just noises or non-reasons. Michel de Montaigne said these, “He who establishes his argument by noise and command, shows that his reason is weak”.

A fallacious argument may, in fact, be misleading by appearing to be better than it really is. Some fallacies are committed intentionally to manipulate or persuade by trickery or deception, while others are committed unintentionally due to carelessness or ignorance.

To this author, when one negotiates with the OP, one must build trust and develop or have a long-term relationship with the OP. Fallacious arguments give OP the idea and feeling that the negotiator wants to trick him or her; hence the seed of mistrust is sowed. A good negotiator thus avoids deploying fallacies when negotiating with their OPs.

13.4.2 Don't Engage in Circular Arguments

Pilate was required to release one of the prisoners, so he gave the mob the choice of Jesus or Barabbas, a notorious murderer and insurrectionist—in other words, someone who incites mobs. Again, the mob “spoke with one voice” demanding ‘with loud shouts’ that Jesus be crucified.—Ann Coulter, *Demonic: How the Liberal Mob is Endangering America*

In our negotiations or any attempts to persuade anyone, we need to do our best to avoid circular arguments, as it will help us to reason better because better reasoning is often a result of avoiding circular arguments.

Circular arguments serve no point.

A circular argument is, as an example:

“A is true because of B.

B is true because of A”.

Other examples include:

“Women should be able to choose to end a pregnancy, so abortion should be legal”.

“The Holy Bible is true, so you should not doubt the Word of God. This argument rests on your earlier acceptance of the Bible as truth”.

It is a type of reasoning in which the proposition is supported by the premises, which is supported by the proposition, creating a circle in reasoning where no useful

information is being shared. This is a fallacy (a fallacy is the use of invalid or otherwise faulty reasoning) and is often funny.

13.4.3 Don't Launch the Slippery Slope Argument

Users of slippery slope arguments should take skiing lessons—you really can choose to stop.—Nigel Warburton

The arguer claims that a sort of chain reaction, usually ending in some dire consequence, will take place, but in fact there is not enough evidence for that assumption. An example, from the childhood days, of children talking among themselves, is that of:

If you don't friend me, you will lose all your friends and no one will befriend you.
You'll be a loner with no friends at all.

The arguer affirms that if we take even one step onto the slippery slope, we will end up sliding all the way to the bottom; (s)he supposes we cannot stop halfway down the hill.

13.4.4 Don't Be Overly Serious

Do not take life too seriously. You will never get out of it alive.—Elbert Hubbard

I haven't failed. I've just found 10,000 ways that won't work.—Thomas Edison

Laugh and use humour. Laughter is the best medicine.

Michael R. Burch spoke of, "If brevity is the soul of wit then brevity and levity are the whole of it".

Humour can be fun, persuasive and powerful; and it subtly or cleverly influences the target audience. A janitor once wrote this sign and put it in the toilets he cleans; it goes like this:

My aim is to keep the toilet clean. Your aim will help... Gentlemen stand closer as it may be shorter than you think.

Yes, do forget, at times, about competition or rivalry(ies) and forget about things negotiation. Do not be overly serious.

As Osho once said or reminded, "The moment you start seeing life as non-serious, a playfulness, all the burden on your heart disappears. All the fear of death, of life, of love—everything disappears".

13.4.5 Don't Raise Your Voice

Argument need not be heated; it can be punctuated with courteous smiles, or sympathetic tears.—J. Sidlow Baxter

My father always used to say, “Don't raise your voice. Improve your argument.—Desmond Tutu

Yes, do not raise one's voice. There is no point in shouting or screaming. No one likes to be scolded, shouted; and screamed at; it's unpleasant and inflaming (Fig. 13.2).

Talk gently; talk softly.

Avoid using or shouting any bad words (“You're such a F&!@#%”), please.

Note that there is nothing constructive or helpful about name-calling or using any type of humiliating or derogatory language. These types of insults are often used as a way to express anger and make the other person feel bad.

13.4.6 Don't Apply “The Two Wrongs Make a Right” Argument

Two wrongs don't make a right, but don't three lefts make a right? Two wrongs don't make a right, but don't two negatives make a positive?—Andrew Clements, *Things Not Seen*

Such an argument is a fallacious argument.

“Two wrongs make a right” has been considered as a fallacy of relevance, in which an allegation of wrongdoing is countered with a similar allegation. Its antithesis, “two wrongs don't make a right”, is a proverb used to censure or renounce wrongful act or behaviour as a response to another's wrongdoing or misbehaviour.

Fig. 13.2 No one likes to be scolded, shouted and screamed at



Have you ever seen a couple arguing or quarrelling? One has made a mistake, and the other retaliates with another wrong; and then a sequel of arguments emerges on the little things or the wrongs each has had subsequently made; and the argument becomes a chicken and egg issue—who was wrong? (Not on who was wrong in the first place?) And there were so many wrongs on both parties with each now denying and blaming the OP.

13.4.7 Don't Argue in a Non-Sequitur Manner

I love a good non sequitur.—George W. Buck

Non sequitur literally means “it does not follow”.

In such an argument, the conclusion or statement does not logically follow from the previous argument, statement or premises. The arguer is articulating a fallacy.

Examples of a non-sequitur argument are as follows:

“Good people don't lie. You told a lie. You are not a good person”.

“John thinks Santa Claus is real. The Santa at the shopping mall has a fake beard. Santa is obviously not real”.

13.4.8 Don't Apply the Ad Hominem Fallacy

When politicians belittle people, they only end up belittling themselves.—Anthony T. Hincks

Ad hominem is a notoriously weak logical argument. And is usually used to distract the focus of a discussion—to move it from an indefensible point and to attack the opponent.—Lord Aquitainus Attis, *Furies of Calderon* by Jim Butcher

Refrain from name-calling; and do not or avoid getting personal. Avoid attacking the person.

No matter how tempting it is, do not use the ad hominem fallacy. Ad hominem (Latin for “to the person”), short for argumentum ad hominem, normally refers to a fallacious argumentative strategy whereby real discussion of the topic at hand is avoided by in its place attacking the character, motive, or other attributes of the person/OP making the argument, or persons associated with the argument, rather than attacking the substance or content of the argument itself.

Ad hominem is a logical fallacy that involves a personal attack: an argument based on the perceived failings of the OP/an adversary rather than on the merits of the case.

Various types of ad hominem fallacies may be used by various folks. Some of these include:

A politician may, for instance, throw out an abusive ad hominem attack after another about her opponent, such as, “Now you tell me she looks like a Prime

Minister. I look Prime Ministerial”, as if clothes and clothing are the important issues at hand.

Circumstantial ad hominem: “That’s what you’d expect someone like him (her) to say” or “That’s, of course, the position a _____ would have”.

Ad feminam: Using female labels or stereotypes to argue a viewpoint is an ad feminam fallacy, for example calling someone’s point of view irrational because of pregnancy, menopause or menstruation hormones.

Indeed it is worthy to note, as highlighted by Brian Koslow that, “during a negotiation, it would be wise not to take anything personally. If you leave personalities out of it, you will be able to see opportunities more objectively”.

13.4.9 Don’t Threaten or Apply the Ad Baculum Fallacy

One man with a gun can control a hundred without.—Vladimir Lenin

Political power flows out from the barrel of a gun.—Mao Zedong

Latin, Argumentum ad baculum means “argument to the stick”. This appeal to force fallacy happens whenever a person makes an implicit or obvious threat of physical or psychological violence against the OP/others if they refuse to accept the conclusions offered. It can also occur whenever it is claimed that accepting a conclusion or idea will lead to disaster, ruin or harm.

Behind this threat is often the idea that in the end, “Might makes right”. Threats, per se, however, are not fallacies because they involve behaviour, not arguments.

CEO, Company AXY: “All those opposed to my arguments for the opening of a new department, imply by saying or agreeing, ‘I resign’”.

I’m sure you can vote for my proposal to diversify into the fast food industry because if I receive any opposition on this plan, I will personally see that you are transferred to the waste management division of this Company.

13.4.10 Don’t Apply the Ad Ignorantiam Fallacy

People think that epilepsy is divine simply because they don’t have any idea what causes epilepsy. But I believe that someday we will understand what causes epilepsy, and at that moment, we will cease to believe that it’s divine. And so it is with everything in the universe.—Hippocrates

One needs to look at all of one’s present chief beliefs, and see if they are based more on the lack of evidence than evidence. One might be surprised as to how many truly are.

Here, *argumentum ad Ignorantiam* (appeal to ignorance) is the fallacy that a proposition is true simply on the origin that it has not been proved false or that it is false simply because it has not been proved true. This error in reasoning is often expressed with influential rhetoric.

Examples include:

“X is true because one cannot show that X is false”.

“X is false because one cannot attest that X is true”.

“No one has objected to Lander’s parking policies during the last month of classes, so I suppose those policies are very good”.

13.4.11 Don’t Apply the Ad Populum Fallacy

Tradition becomes our security, and when the mind is secure it is in decay.—Jiddu Krishnamurti

It’s tradition, that makes it okay!—“Weird Al” Yankovic, *Weasel Stomping Day*

A failure in reasoning usually leads to an argument being invalid. And one must avoid illogical reasoning. One indeed needs to avoid using the argumentum ad populum (“argument to the people”). It is a fallacious argument that concludes or closes that a proposition must be true because many or most people believe it, often concisely sums up as: “If many believe so, it is so”.

Such an argument is known by several names, including appeal to the masses, appeal to belief, appeal to the majority, appeal to tradition, appeal to democracy, appeal to popularity, argument by consensus, consensus fallacy, authority of the majority or many, bandwagon fallacy, vox populi, and in Latin as argumentum ad numerum (“appeal to the number”), fickle crowd syndrome and consensus gentium (“agreement of the clans”).

This argument type is also the basis of a number of social phenomena, including communal strengthening/support and the bandwagon effect. The Chinese proverb “three men make a tiger” concerns the same idea. [Here, “three men make a tiger” refers to an individual’s tendency to accept ludicrous information as long as it is repeated by enough people. It refers to the idea that if an unfounded premise is talked about and repeated by many persons, the basis or premise will be erroneously accepted as the truth.]

Examples include:

“This is the number one movie for continuous two weeks!”

“This book has been on the New York Times’ bestseller list for 30 straight weeks”.

13.4.12 Don’t Apply the Ad Verecundiam Fallacy

Provided you ensure that authority’s authority actually applies to the field in question, it’s as good a strategy as any.—Julian Sanchez

One should also avoid applying argumentum ad verecundiam (appeal to false authority). That is, one insists that a claim is true simply because a valid authority or expert on the issue said it was true, without any other supporting evidence offered.

An example would be:

“According to person 1, who is an expert on the issue of GH, GH is true. Therefore, GH is true”.

13.4.13 Don't Use the Ad Misericordiam Fallacy

Our human compassion binds us the one to the other—not in pity or patronizingly, but as human beings who have learnt how to turn our common suffering into hope for the future.—
Nelson Mandela

Such an argument, ad Misericordiam (appeal to pity) type is an attempt to distract from the truth of the conclusion by the use of pity.

Avoid pity in argumentation. It is a clear sign or marker that one has weak evidence for one's argument.

13.4.14 Don't Apply Avoiding the Issue Fallacy

I'm disappearing, avoiding most things.—Sy Barrett

In such a typical avoiding the issue argument fallacy, one skirts or dodges the issue.

The negotiator avoids the question(s) or issue(s) where (s)he is afraid (s)he would not like the answers. (Also known as avoiding the question [form of], missing the point, straying off or drifting away from the subject, digressing, distraction [form of].)

Here the argument goes like this:

“Person 1 makes claim X.

Person 2 makes unrelated statement.

Audience and/or person 1 forget(s) about claim X”.

Derrick: “Answer honestly, do you think if we were born and raised in Saudi Arabia, by Arabian parents, both of us would still be Christians, or would we be Muslims?”

Alan: “Perhaps those of us raised in a country where Christianity is taught are lucky”.

Derrick: “I agree, but do you think if we were born and raised in Saudi Arabia, by Arabian parents, we would still be Christians, or would we be Muslims?”

Alan: “Your faith is weak—you need to pray to God to make it stronger”.

Derrick: “I take it you're right. What was I thinking?”

(Above is an adaptation from <https://www.logicallyfallacious.com/tools/lp/Bo/LogicalFallacies/61/Avoiding-the-Issue>)

Here, there is a need not to avoid questions or issues; one faces them head on, and deals with the truth. Indeed some questions are not easy to answer, and some answers are not easy to accept. While it may appear, at the time, like avoiding the question is the best action, it is truly a neglect of reason/logic and honest inquiry; therefore, fallacious.

13.4.15 Don't Use the Cherry-picking Fallacy

If anyone lists a dozen defeats in which the losing side attacked with divided columns, I can list a dozen victories in which that very tactic was employed.—Carl von Clausewitz, *On War*, Book Two, Chapter VI

Here, this fallacy is also called: ignoring inconvenient data, suppressed evidence, and fallacy of incomplete evidence. It is also an argument made by selective observation, and is also known as: argument by half-truth, card stacking, fallacy of exclusion, ignoring the counter evidence, one-sided assessment; slanting and one-sidedness.

Such an argument goes by a selective few evidence or proof(s).

When one only selects evidence that is presented in order to persuade the audience (the OP) to accept a position; the evidence that would go against the position is withheld. The stronger the withheld evidence, the more fallacious the argument is.

Note that resumes are a typical example of cherry-picking information. A resume can be taken as an argument as to why a person is qualified for the job. Note that most employers are wise enough to know that resumes are one-sided; and look for more evidence in the form of interviews and recommendations to make a (hiring) decision (<https://www.logicallyfallacious.com/tools/lp/Bo/LogicalFallacies/65/Cherry-Picking>).

One good way to counter such an argument is to ask the OP. More so, if one suspects OP/others are only telling a half-truth, then be bold to enquire, “Is there anything you are not telling me?”

13.4.16 Don't Complicate Things

Sometimes people complicate things by thinking too much about what someone might think of what they said or did.—Derek Jeter

Sometimes people make things difficult by talking too much; silence will do. A simple yes or no will do, BUT they prefer to talk.—Kim Cheng Patrick Low

When negotiating, please don't do these: When all else fails, complicate matters (Fig. 13.3).

Fig. 13.3 Don't complicate things



Life is simple; don't complicate things or muddle the OP/ others.

On the contrary, life is indeed simple; don't complicate things and/or confuse the OP.

Take, for example this simple transaction: A buyer gave his orders to the food seller; he said, "I want... if Nasi Lemak (fragrant coconut-enriched) rice is available, I want Nasi Lemak rice. If not, if you have plain rice, scoop for me plain rice". The food seller then replied, "Nasi Lemak is still available".

What do you think of the above?

Now, the buyer can simply say, "I want Nasi Lemak rice". Period. And the food seller would fully understand him.

Use simple and easy-to-understand words. Say/use "besides" not "adjacent to"; use "start" or "begin" not "commence", use "dead" not "deceased"; say "divide" not "allocate"; say "face" not "facade"; use "near" not "close proximity" and use "warning" not "caveat". Avoid using "demonstrate" when one can use or say, "show".

Do not use "accrue", instead use "add" or "gain".

And certainly so, three/four-letter words such as "act", "aid", "cut", "ease", "give", "make"; "meet"; "send"; "take"; "tell"; "use"; "warn" and others are good at conveying meanings and messages well. Simple words are easy to understand, whereas complex words are hard to understand. Readers like to read content that is written in a simple language and easy to understand.

Charles Dudley Warner once said, "Simplicity is making the journey of this life with just baggage enough".

Simple is better. And note that one's OP does not appreciate or value words that are hard to understand. When one writes a piece of content, one needs to be very clear on who one's audiences are and will they be able to understand one's content easily. For one's audiences to understand one's content, one needs to use simple words so that the reader gets to know one's point of view and (s)he may be interested in reading one's content in the future too. Readers get frustrated if they come across the use of many complex words in one's content. Just because one is thorough with English and one knows complex words, does not mean that reader will know the meaning of the complex words one has used.

Simple, plain language and words are definitely inclusive. Plain language is also a clear language. There is nothing worse than showing up to a gathering or a party and not knowing anyone there. That is how people feel when they read something filled with unfamiliar language and words. Whether it is medical jargon or legalese or sport-specific language; no one likes being out of the circle or loop.

Do not use double negatives too. There are many other phrases to avoid, and I would highlight some of these. Avoid **phrases that use "no"/"not", particularly when referring to quantity**. And change the negative phrase into a **positive one**. Take for example, instead of using "no fewer than", use "at least" and instead of using "no more than", use "at most".

One can also avoid "no"/"not" **AND words with negative prefixes** such as *un-*, *mis-*, *in-*, and *non-*. Use an **antonym**. Take for example, instead of using "not illegal", use "legal", and instead of using "no misunderstanding", use "understanding".

One should avoid “no”/“not” + “unless”. Generally replaceable with “only” + “if”. Avoid “I will *not* go to the bazaar unless I have to.” Instead, use “I will only go to the bazaar if necessary”.

Yes, say and use or act simply. Don’t complicate life. Want to meet up with someone, invite. Missing somebody; call him (her). Don’t like something; say it. Want something; ask for it. Want to be understood, explain.

Simplify and be simple is good. Even when doing business, one has to simplify one’s processes. Brubaker (2014) spoke of “winning is simpler when you don’t complicate things” and “(that one needs to) systematise and focus in the process”.

He highlighted that, “Having a process and system is the key to scalability of any enterprise. Design your process so it is simple to teach and easy to replicate. When you do that, it can be consistently delivered at a level of excellence. Franchises are the masters at this. They create a systematic process for every aspect of the business. They make it a turnkey operation so the new business owner doesn’t have to create processes or reinvent the wheel to succeed”.

13.4.17 Don’t Disagree, Deny and Dismiss

The world in general has meaning, deep meaning at times. This cannot be dismissed as a delusion, an artifact of chemicals.—Deepak Chopra

It’s okay to be angry but it’s not okay to be cruel not to listen to the Other Party; (s)he has indeed something to tell us. Don’t cut off all communications and aggravate or worse, be dead and make dead the Other Party.—Kim Cheng Patrick Low

“Tsk, tsk! Tsk! Tsk!”

Sounding or making noises like a lizard? Disagreeing, denying, and dismissing are not useful ways to argue or make a case; it’s, in fact, a crude way of discussion or treatment of a topic. It could also be an extreme cruel total “You do not exist” treatment given, treating the OP as non-existence or persona non grata.

“You’re talking nonsense!” said the ineffective negotiator, and he denied and dismissed the idea.

“Arrrghhhh!” (The speaker stomped away.)

“Arrrgh, I don’t want to hear it!”

“Arrrgh, shut up!”

“Go to Hell! I don’t want to see (talk) to you ever again”.

“That’s it! I don’t want to speak to you anymore!”

“Shut up, I don’t want to have anything to do with you anymore!”

Don’t just cut off. Don’t disagree, deny and dismiss others. Don’t reject or give OP/others a flat NO.

Don’t invalidate others. Give them a chance; hear them out; listen to them.

Don’t dismiss the OP’s (others) feelings; allow him (her) to express them. They may have something, an interesting point, a different perspective or a new idea that one can learn from.

When one is rejecting someone, the underlying message is, “I don't like you like that”. Rejecting the OP (others) is like we do not stand to reason, and it's as if the OP (others) is (are) administering medicine or drugs to the dead; and that the OP is dead. And we are dead.

All of us indeed want to be acknowledged, accepted, and listened to, understood, appreciated and respected; we want to be safe. We also want to feel capable and competent, and all of us want to be worthy and trusted. We want to be supported.

13.4.18 Don't Be a Mama or a Papa Drama

Regrets are the tears of choices not made and of good deeds left undone.—Jonathan Lockwood Huie

Regret is an appalling waste of energy, you can't build on it—it's only good for wallowing in.—Katherine Mansfield

Do not be a mama or a papa drama.

And how do you define a mama (papa) drama? The person is likely to be overly emotional. They make faces; they disturb the peace in a group of friends or business associates by always being angry, whining, crying, throwing tantrums, and laughing wildly at things that are only worth a chuckle and telling everyone his (her) problems. This person is likely bi-polar; one single best substitute for drama mama would be “angsty one” which means an intense feeling of emotional strife. A drama (papa) mama suits this sketch.

When one is a mama (papa) drama, it appears irrational and unprofessional; one certainly does not argue professionally.

To handle the mama (papa) drama negotiator, one needs to argue professionally. And one negotiates rationally with the mama (papa) drama.

13.4.19 Don't Belittle OP/Others

Do not share your thoughts with people who think that what you are thinking is not worth thinking.—Michael Basse Johnson

Little people need to belittle.—Wayne Gerard Trotman

This quote from Thomas S. Monson bears lessons for all of us. “Let us not demeanour or belittle. Rather, let us be compassionate and encouraging. We must be careful that we do not destroy another person's confidence through careless words or actions” (Fig. 13.4).

The OP and/or others may, for example want to share and give their views, and one should not pour cold water over their shoulders. Or worse, sometimes, one acts or responds as if one knows the best or that (s)he is playing one-up-man-ship. And if it is so, it simply gives OP the feelings of “Why should I talk to you the next time?”

Fig. 13.4 Don't belittle
OP and others



“You are little, if you belittle others.”

Low, K.C.P.

I will just curl up, clam up and shut up, no point giving you my views or opinions”. Or “You are so smart; you know everything; so I’d better keep quiet”.

Then again, what would you think and feel of the response one gets while (s)he is telling some stories, and the OP says, “Yes, I know. You don’t know about it?”

Surely, it only depreciates the storyteller’s story and viewpoints.

Note that during the negotiations, one would not and should not say, “I have heard you, you said the same thing before” or “I don’t want to hear it again from you”. Even if they were true, one should not show one’s not being interested and not caring, belittling or making the OP feel small.

Remember these wise words coming from Rick Warren, an American evangelical Christian pastor and author; he once pointed out that, “Little people belittle people. Great people make people feel great”. And don’t let people down, belittle them or make them feel small.

13.4.20 Don’t Adopt Extreme Opinion(s)

All empty souls tend toward extreme opinions.—William Butler Yeats

Different people have different opinions, and it’s okay to respect all of them.—Juan Pablo Galavis

To this author, when one argues in an extreme manner, it is very much like being melodramatic; often the arguments have a predictable beginning, an unsurprising middle, and an expected end.

When you adopt an extreme opinion argument, you are likely to be seen as opinionated. And that you are riding your hobby horse and, in fact, may not be open to ideas. (S)he may see you as certainly being obsessed with certain ideas. And indeed dealing with such a person is like dealing with a fanatic or a fixated person.

Overall, it may give the OP the feeling that you are not only narrow-minded, but also obsessively rigid but also stubborn.

And what is good is to heed to what Don Miguel Ruiz once said; that is, “Just imagine becoming the way you used to be as a very young child, before you

understood the meaning of any word, before opinions took over your mind. The real you is loving, joyful, and free. The real you is just like a flower, just like the wind, just like the ocean, just like the sun". And that is very refreshing.

13.4.21 Don't Lie

Things come apart so easily when they have been held together with lies.—Dorothy Allison, *Bastard Out of Carolina*

He who permits himself to tell a lie once, finds it much easier to do it a second and a third time till at length it becomes habitual.—Thomas Jefferson

Don't tell lies when arguing. No one really likes to be lied to.

And lying is considered to be among the worst sins a person or a negotiator can commit—in most contexts. Then there is the negotiation arena where many people shed their ethical skins, prepare for battle and don't think twice about uttering phrases such as, "This is my final offer" or, "I have a better offer" when, in fact, they don't.

Are there any problems with lying in negotiation? Yes, of course. So don't throw ethics out the window; do maintain your reputation. (Note that a negotiator's reputation is a precious reserve that once tarnished can create a flood of undesirable consequences). And let the OP trusts you.

Instead of saying, "This is my final offer"—which every so often has the result of limiting options as well as creating a bargaining stand-off, the skilled negotiator creates more offers that cover or include smaller concessions. It is better to keep the momentum going but leave oneself room to move.

If one is tempted to lie about having outside options that one doesn't have, express one's opinion, one's optimism and one's opportunities.

13.4.22 Don't Be Too Formal

Things come apart so easily when they have been held together with lies.—Dorothy Allison, *Bastard Out of Carolina*

He who permits himself to tell a lie once, finds it much easier to do it a second and a third time till at length it becomes habitual.—Thomas Jefferson

Tzipi Livni (a politician, former Foreign Minister of Israel, Vice Prime Minister, Minister of Justice and Leader of the Opposition) once said, "In general, I don't like formality at all".

Formality can lead to much rigidity and inconvenience. When one is formal, one has to follow a set of rules or procedures; and it can lead to much stiffness in one's ways when dealing with the actual situation(s). Formality can also be artificial; and it lacks free flow. So don't be too formal or structured. Taking a position, following certain guidelines and being formal is not persuasive at all. It is often stiff, rigid and

not attractive at all; going through the motion could also appear arrogance, if not mindless and unthinking.

Be informal, friendly and personal; relate with the OP/others, and one becomes persuasive.

Robert Cialdini once said, "Persuasion skills exert a far greater influence over others' behaviours than formal power structure do".

13.5 Checkpoint

Think About It

1. Can you cite and discuss at least 3 pointers and tips on the dos of how to argue well?

2. Can you cite and discuss at least 3 pointers and tips on the don'ts of how to argue well?

3. Why is it that to argue well, one needs to give or illustrate with examples?

4. Why or for what reasons should the negotiator argue professionally?

5. To argue well, one needs to “listen carefully. Listen up”. Why?

6. “A good debater or an arguer should be congenial—friendly and pleasant. If so, why? If not, why not? Explain.

7. When the Other Party is angry, what should you, as a successful negotiator, do?

8. To argue well, one needs to be humble. Why?

9. A successful negotiator/debater “gives respect even those with whom she strongly or heatedly disagrees”. Why?

10. "All of us gain by distancing ourselves from negativities". Explain.

11. "A negotiator benefits from being creative when arguing". Explain.

12. What do you think of this sentence: "It's not what you need but what they (the OP) need that count"?

13. Why should you argue with passion?

14. Why should we keep our arguments simple?

15. Why should we use proverbs and old sayings when we argue?

16. What are the benefits of using puns when we argue?

17. When we argue, why should we use acronyms?

18. When we argue, why should we use rhymes? What are the benefits of deploying rhymes in our arguments?

19. List out and explain at least 7 don'ts that one should avoid when arguing with OP/Others.

20. Why is it that we should not be engaged in circular arguments?

21. When arguing, why is it that we should not be applying “The two wrongs make a right” argument?

22. When advancing an argument, why is it that one should not be applying the ad hominem fallacy?

23. When arguing, why is it that we should not be applying the ad populum fallacy?

24. When debating or negotiating, why is it that we should not be indulging in the cherry-picking fallacy?

25. When disagreeing, why is it that we should not be applying to avoid the issue fallacy?

26. When arguing, why is it that one should not be mama or papa drama?

27. How do you deal with an extreme arguer (as your OP)?

28. It is good to reflect in the midst of nature. Do spend some time in nature and reflect.

Jonathan Lockwood Huie spoke of,

Let today be a day to spend time alone in nature.

Take a walk as far from the hustle and bustle of society as you can.

If you can, walk near trees or water. There is sanctuary in being alone with nature.

Reflect on this chapter, and list three (3) most interesting key points of the chapter. And why are they so?

29. Reflect on this chapter. And list your three (3) key learning points. And why are they so?

30. Your own pointers:

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The Ps: The Pathways to Negotiation Successes

14

Everything is negotiable. Whether or not the negotiation is easy is another thing.

Carrie Fisher

Negotiation means getting the best of your opponent.

Marvin Gaye

I will prepare and some day, my chance will come.

Abraham Lincoln

14.1 Introduction

Negotiation is an everyday occurrence. And one must indeed have the necessary ballast and attitude to negotiate with one's OP/Others. In brief, this second last chapter is all about the Ps for successful negotiations, that is the pathways to negotiation successes. And these pathways to negotiation successes are as follows.

14.2 The Negotiation Attitude

Goodwill is the one and only asset that competition cannot undersell or destroy.—
Ludwig Borne

Trust is not simply a matter of truthfulness, or even constancy. It is also a matter of amity and goodwill. We trust those who have our best interests at heart, and mistrust those who seem deaf to our concerns.—Gary Hamel

To this author, attitude entails one's ways or thought-out principles of thinking/feeling about and/or doing something; as in this case, negotiating with the Other Party (OP)/people and others.

Be nice to all; apply kindness and build goodwill. And interestingly, Nelson Mandela once said that, "Our experience has taught us that with goodwill a negotiated solution can be found for even the most profound problems".

Be sure too that you know yourself and what you want; know what you need.

Here is the Pathway to Negotiation Success Attitude, and I have put them in the form of the Ps. And they (not necessary in order of priorities) are as follows:

14.2.1 Purpose

Find out who you are. And do it on purpose.—Dolly Parton

The important thing is that men should have a purpose in life. It should be something useful, something good.—Dalai Lama

He who has a why to live for can bear almost any how.—Friedrich Nietzsche

Napoleon Hill once stressed that, "There is one quality which one must possess to win, and that is definiteness of purpose, the knowledge of what one wants, and a burning desire to possess it".

Yes, do know your purpose in life and do seriously note that purpose drives what or everything we do. It is not a role-play, a rehearsal or something fake; it is real.

Do not be arrogant or proud for that would lead to one's downfall. Be humble, and always be aware of one's purpose. Denis Waitley underscored that, "Winners are people with definite purpose in life". This is because, to me, if one can't figure out one's purpose, one would be miserable and one's life would be unbearable and seemingly without any meaning. Greatness of one's life is born out of one's definite purpose in life.

And what more, there is really a need to awaken the greatness within yourself; you need to know your vision, mission and values in life too.

Know your purpose; and you also know your goals. And seek to achieve them.

And here, the late Og Mandino emphasised this, "I am here for a purpose and that purpose is to grow into a mountain, not to shrink to a grain of sand. Henceforth will I apply ALL my efforts to become the highest mountain of all and I will strain my potential until it cries for mercy" (Fig. 14.1).

14.2.2 Passion

One of the huge mistakes people make is that they try to force an interest on themselves. You don't choose your passion; your passion chooses you.—Jeff Bezos

Believe in Your Heart

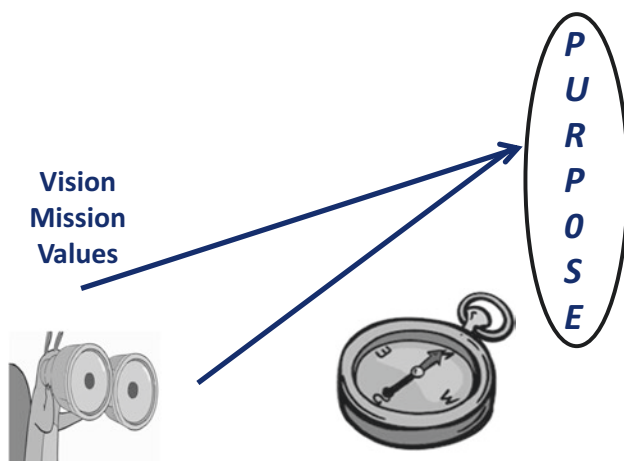


Fig. 14.1 One needs to find one's purpose to negotiate. Why do you [want to] negotiate with your OP?

Believe in your heart that you're meant to live a life full of passion, purpose, magic and miracles.—Roy T. Bennett, *The Light in the Heart*

Discover or uncover your next P, that is, Passion.

Mother Teresa once said, “We can do no great things, only small things with great love”.

You should love what you do and do what you love. Sounds like a cliché; surely so, but passion is energy.

Like rocket fuel, passion energises. Be energised. Be strong, feel the fire or fuel that arises from focusing on what excites and animates you.

Negotiations must be a joy, not a chore.

In life and during negotiations, people who are indifferent can hardly creative or imaginative, and they don't seem to be able to think laterally to break deadlocks, negotiate and discuss issues well.

In negotiations, it is apt and valuable to adopt and practice this: Be passionate. Yes, it's my place in the world; it is my life. Move on! Go on, and do all I can with it, and make it the life I want to live!

And indeed Ella Jane Fitzgerald spoke of, “Just don't give up trying to do what you really want to do. Where there's love and inspiration, I don't think you can go wrong”.

It's a sure thing; know what you love, do what you love and achieve it! (Here, Cassandra King underscored that, “I'm using passion in the fullest sense of the word: a deep, fervent emotion, a state of intense desire; an enthusiastic ardor for something or someone”.)

14.2.3 Preparations

If your enemy is secure at all points, be prepared for him. If he is in superior strength, evade him. If your opponent is temperamental, seek to irritate him. Pretend to be weak, that he may grow arrogant. If he is taking his ease, give him no rest. If his forces are united, separate them. If sovereign and subject are in accord, put division between them. Attack him where he is unprepared, appear where you are not expected.—Sun Tzu, *The Art of War*

By failing to prepare, you are preparing to fail.—Benjamin Franklin

Glen Duncan, *I, Lucifer*, pointed out that, “Any seasoned deal maker will tell you that spontaneous negotiation’s a bad strategy; the ad hoc approach will leave you ripped-off, busted, conned, stiffed, outsmarted and generally holding the shitty end of the stick”.

In negotiations, one often applies the proverb, “hope for the best, but prepare for the worst”. Bad things might happen, so be ready, trained and prepared.

Certainly so, good preparations minimise loses, misses and wastes. Before each negotiation, always be prepared. Plan, plan and plan!

One can also avoid surprises when one is better prepared. Ben-Yehuda and Luna (2019) spoke of these: When one is caught by surprise in a negotiation, it is usual to freeze up. Taken altogether, one wasn’t prepared for one’s OP to change the deadline, take back a promise, or deliver an ultimatum. If this happens, one attempts to avoid immediately jumping to a conclusion. Instead, one may suspend judgement, consider “I wonder what steered them to say that”, and then ask at least one question. For example, if an employee suddenly demands a raise by saying, “I’ve been undervalued for too long”, try not to shut down the appeal, even if one thinks it’s off base. Ask something like: “Can you walk me through your thinking? What would securing a raise mean to you personally?” This kind of questioning might surface the employee’s real need—perhaps, to be seen as an important contributor—and then one could negotiate an adjustment around the employee’s visibility rather than his or her pay.

And indeed one has to prepare thoroughly and cover most, if not, all grounds. Being well-prepared creates one’s confidence and gives an edge to one as the negotiator.

A Chinese proverb speaks of, “The best time to plant a tree was twenty years ago. The second best time is now”.

Think. And be prepared; think well, attempt to see different perspectives and be better prepared.

One also needs to clarify one’s aims and gather one’s information.

If one is doing a research, one then has to conduct a survey or run some interviews. Before negotiating, one has to do one’s homework; like a farmer, before planting, one ploughs and prepares the ground.

We need to think, make preparations and be better prepared; to illustrate this, Mahathir Mohamad once said, “I not only think but also look and study things carefully. When I travel around, I look at things carefully, make comparisons of what I see. I don’t accept things at face value, you cannot trust what you hear or see. Don’t jump to conclusions without thinking”.

Yes, one must make good or better preparations. As a skilled negotiator, you should also identify the facts, rather than just opinions. Once you know you are in a negotiating situation, you need to gather information about the OP's offer(s) (what are his or her aspirations and walkaway points?) and use it to refine your own (what are your aspirations and walkaway points?). Many negotiations come stuck simply because one side or the other doesn't listen, or check, or take the time to clarify exactly what the OP is offering, or indeed really know what they themselves are offering or in short, they are ill-prepared.

14.2.4 Priorities

To change your life, you need to change your priorities.—Mark Twain

Action expresses priorities.—Mahatma Gandhi

The first step to success is to know your priorities. And the skilled negotiator has his (her) priorities. And (s)he must also be aware of that of his (her) OP.

[Normally when one negotiates, one knows what one's key issues are, and one sequences them. For example, if one is trying to close a new client, one might say that the price is most important, and if one does not agree, there is no use to continue or carry on (Hedges 2013).]

And if the priorities of the negotiator and that of the OP match, then it would be better still. There is a common ground.

Yes, do know your values, goals and prioritise them. Values, your convictions or what is close and dear to your heart are critical, and these are what make you your own person (negotiator).

Decide what your top priority is. Which goal is the closest to my final WHY? When you know your why you will be able to prioritise more effectively.

Do what is essential and important. Choose what will get you closer to the goal. It may not be the most urgent but the most important.

Act on those tasks and actions that will get you goal attained.

Yes, know too the values of your OP, if the values match, it is better still. There is a sense of inclusiveness on the OP's part with you; and you with him (her). You are like his (her) mirror. The more values shared, the better it is; (s)he thinks, feels and acts like you.

It is worth repeating here, that is take note that people like people who are like themselves.

14.2.5 Play to Your Strengths

I believe in being strong when everything seems to be going wrong. I believe that happy girls are the prettiest girls. I believe that tomorrow is another day and I believe in miracles.—Audrey Hepburn

The world breaks everyone, and afterward, some are strong at the broken places.—Ernest Hemmingway

There is goodness in all things. And Tenzin Gyatso, the 14th Dalai Lama pointed out that, “The roots of all goodness lie in the soil of appreciation for goodness”; indeed one needs to cherish oneself. Be grateful for and appreciate what we have, treasure them.

Know your strengths, skills and competences. Appreciate them.

Know your SWOT: Strengths, Weaknesses; Opportunities and Threats. Think of and about them; capitalise, play with them and soar with your strengths. Build your strengths, and competences.

Know your Weaknesses; you are strong when you know your weaknesses. You are magnificent when you understand your flaws. You are wise when you learn from your mistakes.

Know thus how to defend yourself.

Know the SWOT of your OP; capitalize, pitting your SWOT against the OP's. After all, in negotiations, it is also about getting the best of your OP.

Know thus how to appreciate and tap your OP's strengths and potential.

14.2.6 Point in Time and Phasing/Timing

The right thing at the wrong time is the wrong thing.—Joshua Harris, *I Kissed Dating Goodbye: A New Attitude Toward Relationships and Romance*

Be aware and apply as well as capitalise the value of time, timing and phasing.

There is always the right time and timing, and there is also always the wrong time and timing. Anna Wintour once said that, “It's always about timing. If it's too soon, no one understands. If it's too late, everyone's forgotten”.

If one should ask for something, ensure that the time and timing is right and that the OP is receptive to one's request and question(s). So, know when and where to ask question(s).

Know also that one needs to put time and information on one's side with advanced preparation; and this is very helpful.

Know when to make and/or give concession(s). Attempt to find out the other party's deadline. In most negotiations, one is better off if one knows one's OP's deadline. Note that as one nears her deadline, her stress level will increase and she will most likely make concessions.

Do realise that deadlines too can be moved, amended/changed or eliminated. As one's deadline approaches, do not panic. Simply change the deadline.

Related to the value of time and timing is the next factor, that is, the value of pace and pacing.

14.2.7 Pace and Pacing

Every flower blooms at a different pace.—Suzy Kassem, *Rise Up and Salute the Sun: The Writings of Suzy Kassem*

There's no advantage to hurrying through life.—Masashi Kishimoto

Normally, one paces with one's prospects/customers and clients by showing them, especially prospects and potential customers that one has similarities as them (values, interests, etc.). One can also discuss similarities or common ground between potential customers and existing customers. Once one has paced with them, explain why one's product or service is a natural next step.

During the negotiations, one needs to pace with one's OP. One mirrors the OP's body language and actions. Known as mirroring or the chameleon effect in that one starts to imitate the mannerisms of those around one and many times one does not even realise one is doing it. It is part of our tendency as a social being to adapt our behaviour to fit in with others. This works well in building relationships, which is a critical part of cooperative or collaborative negotiations.

Notice the pace of the OP, and if one feels pressurised, one can name the pace and ask for a breather or a break; this helps. One can, for example say, "Let's slow down a minute and take a few steps back". Ordinarily so, this puts one in the driver seat of the pace, for the time being anyway. One has a chance to rewind the last few interactions and redo them to honour one being responsive in ways that are jointly beneficial.

The skilled negotiator needs to pace him(her)self to make or give concessions. Note that because, for example most concessions and settlements take place in the last 20% of the available time, stay cool, detached or level-headed and wait for the right moment to act.

Don't rush, but be patient.

One can also adjust the pace by asking for details. One can also change the pace to one's liking by asking for clarifications and examples. Expressions such as, "Can you give me an example of that so I get a clearer picture of what you mean" can work well in asking for explanations. This adjusts the other person's pace, gives one a chance to regain one's cool and supplies the negotiator with more information.

14.2.8 Promises

Leaders who win the respect of others are the ones who deliver more than they promise, not the ones who promise more than they can deliver.—Mark A. Clement

It is easy to make promises—it is hard work to keep them.—Boris Johnson

Promises are also related to another P, that is one's Principles which give one's direction when negotiating.

Proverbs 16:20 spoke of, “Whoever gives heed to instruction prospers, and blessed is he who trusts in the Lord”. And Proverbs 25:9-10 pointed out that, “If you argue your case with a neighbor, do not betray another man’s confidence, or he who hears it may shame you and you will never lose your bad reputation”.

How true! And be a gentleman (lady) (*Junzi*, the Confucian term for a gentleman (lady)).

Be the person people respect.

Keeping one’s promises is the key to any business. It is the key to success in any business. It also makes one stands tall. One’s character and integrity do matter a lot.

Do think through a promise before you make it. Be realistic and ensure that you make or implement it. Organise your resources, time and everything to ensure that your promise is fulfilled.

Overall, one needs to be professional enough to keep one’s promise; professionalism must be embraced and abided. [Here, in the modern world, there is also the professional ethics to consider or weigh; one of the earliest examples of professional ethics is probably the Hippocratic Oath to which medical doctors still adhere to this day. The code of ethics is very important for the professionals because it gives them the boundaries that they have to stay within in their professional practice and careers.]

14.2.9 Partnerships

Alone we can do so little; together we can do so much.—Helen Keller

If everyone is moving forward together, then success takes care of itself.—Henry Ford

Absolutely so, grow a partner and an alliance, and not an enemy. The achievements of a partnership or team can be greater than that of an individual. Two heads are better than one head.

Robert Kiyosaki once pointed out that, “Finding good partners is the key to success in anything: in business, in marriage and, especially, in investing”.

One should network and extend friendships and partnerships to OP (others). Think in this way, and think of every contact and connection that helps you. Cooperate and collaborate with others.

Indeed the OP should be regarded as a partner and not an adversary, an opponent or an enemy to be defeated.

One should build partnership(s) with the OP and others. Having the right business partners, spouses and associates can help one to succeed. Dig deep to appreciate the others/OP’s needs, interests, aspirations and values; know what makes them tick or be motivated.

One should also understand what the partners (and customers) value most in the negotiation(s).

Learn how to make decisions together and how to disagree or differ constructively; cherish each other’s position and viewpoints.

And whenever possible, we form a partnership, our goal should be to forge a plan that can make all parties, in fact, everybody rather rich, not just one party pretty rich. We should also go for strong partnerships and long-term ones.

14.2.10 Patience

Patience is power.

Patience is not an absence of action;
rather it is “timing”
it waits on the right time to act,
for the right principles
and in the right way.—Fulton J. Sheen

Patient persuasion can break down the strongest resistance and can even convince rulers.—
Proverbs 25:15

Stay patient and trust the journey.—Anonymous

In the South Pacific and even in Asia, there is a common saying that “good things come to those who wait”. And generally speaking, in Asia, patience is a virtue, and impatience is seen as a minus factor, a demerit and a shortcoming. The Thais and the Indonesians, for example prefer people who are patient. And in the Chinese context, when one is impatient, it’s very much like pulling the seedling or plant to stretch it to grow; it may then die.

Short-fused, the impatient person may jump first and without thinking, (s)he starts snapping and barking at OP/others. Neither pleasant nor persuasive; an impatient person can be easily irritated, annoyed and become ill-tempered. The OP and others would not want to go near or like dealing with such an impatient, biting person or a negotiator.

A successful negotiator needs to acknowledge or affirm at some points during the negotiation process, there are times when negotiations reach a point when one has to know the talking and dealing with this person (the OP) is not going to happen (at this time), and one may need to look for and/or consider other alternatives. One really needs patience and boldness to meet the reality of the business/negotiation arena. Creativity, persistence or resilience, and patience are what differentiate the experts from the greenhorns.

Be aware that being cool, thinking calmly and willing to wait, a skilled negotiator is a patient person. Patience softens expectations; it allows growth, and it encourages flexibility.

Proverbs 14: 29 highlighted that, “A patient man has great understanding, but a quick-tempered man displays folly”.

How can we find the patience?

A Chinese Proverb declares that “The person who removes a mountain begins by carrying away small stones”. Hence, expecting results too quickly and moving too fast will simply cause one to burnout.

Zen is patience; Buddhism is patience too. I am no saint too; I can be easily annoyed yet we need to practise patience. Be patient. Keep on practising. Every time a situation stretches your patience to dangerous thin level, just think of it as an opportunity to practise your lack of complaint and patience. Because that's what it takes to become patient—apply, apply, more practice and even more practice. And then apply some more. And the more you apply, the better you will get. So value these wonderful opportunities to practice.

Nothing good happens immediately. If one expects things to happen at the snap of one's fingers, one'll get impatient every time. Instead, realise that things will take time, and this understanding and awareness can help one's patience tremendously.

Sometimes we need to remind ourselves that no one is perfect, that we should be enjoying this time with our loved ones, and that life should be fun—and funny. Smile, laugh, be happy. Doesn't always work, but it's good to remind yourself of this now and then.

Just be compassionate. Instead of reacting with anger, teach yourself to react with compassion, call it Zen, Buddhism, Confucian or whatever one wants to call it. One's toddler spills something or has a messy room or breaks one's family heirloom? One's spouse shouts at one or is grouchy after work? Respond with compassion. It is the best answer or solution.

And patience really helps when one negotiates, and time can be a double-edged sword. Time becomes one's ally. One can use time to pressure or allow the OP the opportunity and time to play with and decide. Patience allows time for the OP to take otherwise tough choices.

When one gives something away too easily it seems to be of low value. And time can then be one's enemy; when one is impatient; one may want things to be done quickly. Yet a quick solution can be a bad solution. And (one's) patience can then be one's weapon.

Interestingly, the successful negotiator can decide to apply time as cooperative or competitive tool(s) depending on the outcome (s)he chooses to have. Deadlines (as competitive tools) force concessions.

Patience, in this author's view, also teaches us to be long-term in orientation, and this leads us to...

14.2.11 Personality

Always be yourself, express yourself, have faith in yourself, do not go out and look for a successful personality and duplicate it.—Bruce Lee

Your surroundings may change but your essence and your personality pretty much stay the same.—Jenna Dewan

Do consider the personality of the OP as well as that of yours. Do they match? "If they match they are likely to be able to get along well; there is chemistry between them" (one respondent's inputs). Psychiatrist and psychoanalyst, the late

Carl Gustav Jung spoke of, “The meeting of two personalities is like the contact of two chemical substances: if there is any reaction, both are transformed”.

It is interesting to note that inclusiveness is better than exclusiveness. The more similar the personality of your OP with that of yours, the better it is; and most of us like people who are like ourselves.

It is said that peace, understanding and harmony requires and needs all parties or in fact, everyone to be in the group or circle—that is, there is wholeness, inclusion. And everyone achieves something and is thus happy or satisfied.

14.2.12 Perseverance

Someone is sitting in the shade today because someone planted a tree a long time ago.—
Warren Buffet

Success consists of going from failure to failure without loss of enthusiasm.—Winston
Churchill

It is said that “Sai Weng [legendary old man’s name] lost horse, how know not blessing.” Blessings come in disguise. According to the book “Huainanzi—Lessons of the Human World”, an old man living in a border region lost his horse and people came to comfort him. However, he said, “This may be a blessing in disguise, who knows?” Certainly so, the horse later returned to the man and brought him a better horse.

Be resilient, and live a life of no regrets, no limits, and no excuses.

There’s pain but pain shows that one is very much alive. One must indulge in self-pitying.

And never give up. Never say die.

And Sun Yat-Sen once said that, “The key to success is action, and the essential in action is perseverance.”

Do not be discouraged if the OP stalls or walks out of the negotiation—in most cases, agreement is reached eventually with some skills, patience, perseverance and process.

And concerned, yes; the skilled negotiator should not and does not worry; he is more of a warrior than a worrier. Corrie ten Boom once highlighted that, “Worry does not empty tomorrow of its sorrows, it empties today of its strength”.

And Dwight D. Eisenhower added that, “‘Worry’ is a word that I don’t allow myself to use”. And here, Low (2004, p. 27) explained, “Worry is an emotional reaction that is stressing, it saps energy. It is also problem orientated. Concern, on the other hand, is a rational and constructive process. It is solution-centred. If you can, you just fix it. We calmly work things out and devise solutions. You don’t worry about things you can do something about”.

The skilled negotiator perseveres; (s)he pursues. And (s)he gets it.

14.2.13 Prosper-Thy-Neighbour(s)

You need collaboration of its people; it's the to improve a company—can you ignore that? You need a win-win for every sub-group, which will ensure only way exponential growth for a company.—Eliyahu Goldratt

It is a win-win for all; everyone wins or gains.

John F. Kennedy [UN speech, 25 September, 1961] once highlighted that, “If there is negotiation, it must be rooted in mutual respect and concern for the rights of others”.

And J. Paul Getty pointed out that, “You must never try to make all the money that's in a deal. Let the other fellow make some money too, because if you have a reputation for always making all the money, you won't have many deals”.

And we must say “YES” to a win-win (“Each party should gain from the negotiation”; Dale Carnegie) attitude, and not a “I lose-You lose”/“I win-You-lose” one.

And this also includes giving charity or simply doing something for your own community and the world in general. There is certainly a need for us to be integrated with communities and industries and the world as a whole.

And indeed all of us need to take care of nature and the environment and the world as a whole—whatever, wherever and whenever possible.

14.2.14 Perspectives and Be Aware of Multicultural Sensitivities

A multicultural society does not reject the culture of the other but is prepared to listen, to see, to dialogue and, in the final analysis, to possibly accept the other's culture without compromising its own.—Reuven Rivlin

There is no right or wrong in a culture. It is just that one needs to know what is sweet in one's culture may be bitter or sour in another's culture. In other words, do be sensitive and find out more on what are likes and dislikes in the OP's culture to relate well with the OP.

One needs to see different perspectives and see what the OP sees; be aware of their multicultural sensitivities, understandings and interests.

Each of us sees the world through our own cultural visor.

Stop and attempt a new perspective as Mary Anne Radmacher once said, “Just stop it. Seriously. Whatever it is. Just stop it. If only for an hour, a day, a week. Stop doing it long enough to get a glimpse of what the change would actually look like”.

Aye, try a new perspective that is, one should see and appreciate the OP's cultural realities; and one should truly be sensitive to the OP's cultural realities.

14.2.15 Process of Negotiation

The thief that is not caught is a king.—Indian saying

Price is what you pay, value is what you get.—Warren Buffet

In business, one does not get what one deserves, but one gets what one negotiates. And successful negotiators attend well to the process of negotiation including its planning and essential preparations.

“Diplomacy is the art of letting someone else have your way.” (Sir David Frost). One must certainly be a process-smart negotiator. Yes, attend to process. Give process.

Blasingame (2014), for example spoke of, “Conducting a negotiation is more like running a marathon than a sprint-it takes time and involves multiple steps. By accepting this reality you’ll set yourself up to be more patient and, therefore, more effective”.

And normally, note and be aware of Leonardo da Vinci’s (*italics, author’s words*) wise words here, “It is easier to resist at the beginning than at the end (*of the negotiation*)”.

Next, ask: What do you do during the pre-negotiation process? What preparations do you have to make during the pre-negotiation stage?

In the preparation process, the successful negotiator should also know the people with whom the negotiation is to take place. An understanding of the OP’s objectives, roles and the issues likely to be raised by them will make easy better dealing with the situation during the process of negotiation.

Note that rapport and relationship-building are very important to build trust between the two negotiation parties. And it is certainly useful to create a rapport with the OP during the early stages, that is before the bargaining process starts. One can then assess and determine early on how cooperative the OP is going to be.

Take care of these steps: the openings (How one opens the negotiation) and the techniques and tactics deployed as well as the closings of negotiation. Open well and close well. Close with actions and follow-up.

And during the negotiations, be aware of your voice, articulation/annunciation and tone as well as your body language. Tell yourself: I’ll put enthusiasm in my voice, give a smile, make more smiles and put a twinkle in my eye.

Argument need not be heated or fiery; it can be interspersed with courteous smiles or sympathetic tears. It is also said that talking with a grin creates a higher frequency of sound in your mouth. It changes the tone of your voice and provides reassurance to the listener.

People may not only hear your words but they also feel and sense your body language.

And yes, during the negotiations, if you need something from somebody always give that person a chance or a way to hand it to you.

Note Christopher Voss’s words, yet another example of the negotiation process that matters; Voss highlighted that, “Consider this: Whenever someone is bothering you, and they just won’t let up, and they won’t listen to anything you have to say, what do you tell them to get them to shut up and go away? ‘You’re right.’ It works every time. But you haven’t agreed to their position. You have used ‘you’re right’ to get them to quit bothering you”.

Included in the Process of Negotiation is the next section on...

14.2.16 Post-Negotiation

Relationships are not formed but forged.—John Maxwell

Opportunity did not knock until I built a door.—Proverb

Most people forget about this negotiation stage. But it is critical to pay particular attention to the stage after all the negotiation meetings, and the agreement(s) signed—that is, the post-negotiation stage and process. Ask yourself these: What should you, in fact, do during the post-negotiation process? What must be done during this stage?

Must relationships be built and fostered?

Future opportunities to make a deal with the OP did not exist or appeared to be naught until I followed up, fostered good relationships with the OP and, last month, contacted and talked to him over the past weeks; we were then all set up and last evening, how lovely! We just signed a contract.

Note that certainly, this post-negotiation process is an important process; Leigh Steinberg highlighted that, “The only thing certain about any negotiation is that it will lead to another negotiation”. Note that the post-negotiation stage is also the pre-negotiation stage of your next negotiation.

And the process of negotiation is an ongoing process. One follows up, relates with the OP, ensures commitment of both parties, and prepares for the next negotiation.

14.2.17 Positive Thinking

Instead of worrying about what you cannot control, shift your energy to what you can create.—Roy T. Bennett, *The Light in the Heart*

Attitude is a choice. Happiness is a choice. Optimism is a choice. Kindness is a choice. Giving is a choice. Respect is a choice. Whatever choice you make makes you. Choose wisely.—Roy T. Bennett, *The Light in the Heart*

Life is a mixed tape. And we want to be positive to attain more and grow.

When we are positive, to this author, indeed everything goes and grows. It opens new paths, and new options.

No one likes to go near a negative-thinking person; the unpersuasive pessimist can be very unattractive. One does not get good feelings when dealing with a pessimist. Instead of framing in a positive way such as asking, “I take it that you have filed the Salzberg Project application”, the negative-thinking manager would ask: “You have not filed the Salzberg Project application, right?” (Or “You have not done the Salzberg Project papers”.)

To paraphrase Art Linkletter’s words, just smiling goes a long way toward making you feel better about negotiations and life. And when you feel better about

negotiations and life, your life is better. The successful persuader is often an optimist; (s)he is positive-minded.

Sales, making deals, closing sales and sealing contracts can be challenging processes. Successful negotiators are focused and single-minded in their mission as well as to their vision and values. They are not easily derailed or cowed by their short-term failures and setbacks in their quest for sales/deals success.

Be positive too of one's negotiations. Factor in one's negotiation strengths. Count one's blessings and what have gone right during the discussions. Even if one does not do well today, there's always tomorrow. Reflect on one's actions, behaviours, things done and things that can be improved upon—there's always tomorrow and see what one can do in tomorrow's negotiations.

Be positive of one's OP (team); "life becomes easier and more beautiful when we can see the good in other people" [as highlighted by Roy T. Bennett, the late author and chairman of the Ohio Republican Party (USA)].

One can be very open-minded and share information with one's OP. And this is very positive.

And note that openness entails sharing a great deal of information about what one would like to get and achieve with the particular negotiation. There can also be exchanges of information and reciprocity. And this can help build the trust between the two negotiation parties with each being positive about dealing with the other party.

Note that all negotiations may not turn or work out the way one wants. As long as one puts one's best effort forward, whatever is meant to be will be. There will be other opportunities coming one's way and one needs to be ready to welcome and accept them.

14.2.18 Practice

Only when the tide goes out do you discover who's been swimming naked.—Warren Buffet

So much of life is a negotiation—so even if you're not in business, you have opportunities to practice all around you.—Kevin O'Leary

This author likes the saying by Will Smith, the actor once said, "I've always considered myself to be just average talent and what I have is a ridiculous insane obsessiveness for practice and preparation". Yes, please underscore the word "practice" ("practise"; UK English).

And here it is also good to cite the wisdom of Mahatma Gandhi; he said, "An ounce of practice is worth more than tons of preaching". One should practise, practise and practise. One can also study, rehearse, review and prepare the key issues before the real negotiations.

To Pele, the footballer, "everything is practice". And one discovers/uncovers insights, and gains experiences.

Mark Cuban, an American businessman and investor once said that, “I still work hard to know my business. I’m continuously looking for ways to improve all my companies”.

This author also loves this quote by Al Paison, CEO of the Loyalty Research Center, “If you’re not benchmarking your performance against your competitors, you’re just playing with yourself”.

And surely, on your own, do continue to benchmark, compare and copy; learn and innovate.

Ensure your own mind growth. Learn the best negotiation practices, and apply them where and when one can.

Keep on learning; and keep it alive. Adopt continuous learning ways, and keep on improving.

14.2.19 People Skills

The most basic of all human needs is the need to understand and be understood.—
Ralph Nichols

The less you speak, the more you will hear.—Alexander Solshenitsen

Be aware that while the person one is dealing with may have the authority to do the deal, someone will nonetheless be judging them by the outcome. Attempt to identify everyone who may have some say in the deal both on one’s side and OP’s. Understand everyone’s needs and expectations. And do so before the negotiations begin. One will have a better opportunity to moderate unreasonable expectations if one can address them early.

Surely so, often one negotiates with people NOT corporations, companies, Government or Non-Government Organisations (NGOs). It is people who make up these bodies and organisations.

What are the people skills that a successful negotiator must have?

A successful negotiator wins the hearts of his (her) OP/people. From him (her) comes a sincere smile. When successful negotiators say “thanks” or “thank-you”, they give the pleasure that the word means by explaining why they are thankful or grateful. They give every thank-you a little padding; big smiles are always their reward.

(S)he makes others or better still everyone feels special. (S)he spreads sunshine wherever (s)he goes; as the successful negotiator goes throughout his (her) day, (s) he miraculously transforms non-people or ordinary people into VIPs with an extra moment of eye contact. (S)he gives the OP/others the baker’s dozen, extra touch/service/support or at least the feel-good/top-of-the-world feeling. In an eye blink, (s)he changes the encounter from ordinary business-as-usual into a special one. At the end of the day, the twinkles in his (her) smiling eyes will probably have added up to less than one minute. But it makes a world of difference in how OP/people respond to the successful negotiators.

A skilled negotiator should be people-orientated and also be a people-magnet, caring for his(her) relationships with others. In this light, Rasheed Ogunlaru, a life coach, speaker and author spoke of, “Be genuinely interested in everyone you meet and everyone you meet will be genuinely interested in you”.

Low (2014, p. 176) highlighted that one should not be exclusive; non-successful leaders and negotiators are cut off from their people. They have no rapport or connections with their people; often, they cannot relate well with their people. It is truly worthy to note that people are indeed happy when they realize their interconnectedness with others (Lonely Planet 2011, p. 125), particularly so, with their leaders.

A good negotiator must certainly be good in people skills; they interact well with others. “People frequently point to communication as a problem, because it’s easy to notice, but usually it is a symptom of an underlying problem with a relationship posture.” (Roberta Gilbert, *Extraordinary Relationships*).

People skills are so important in negotiations. One should also love or at least, like people. The key thing to remember is to make friends, be genuinely interested in them and their life.

And most times, it is not what you say—it is how you say it. By presenting one case in the right light, one stands to gain much more from any negotiation. Approaching a negotiation nervously, belligerently or in a scared way gives the OP the advantage. Keep cool, and be calm, civil, and direct.

How do you relate with your OP (others)?

We should not run down or discourage others; instead we need to be encouragers too. Joyce Meyer spoke of, “improv(ing) our relationships with others by leaps and bounds if we become encouragers instead of critics”. And Richard M. DeVos added that, “Positive thinking and encouragement are essential for leadership and progress.”

And with a good sense of humour and open demeanour, and being a good listener, one can go a long way to realise a successful negotiation.

After some period of non-contact, do you stay in touch with your friends, associates and contacts?

Do you also send them an email? Do you call to say, “Hello”? Do you send a birthday card on your OP’s (people’s) birthday? Do you say a “Thank-you” or send card to show appreciation to your OP (people)?

Note that the whole idea of being a people person is to add some sweetness in our dealings with others so that the OP/others feel good while they do things for us.

14.2.20 Power of Relationships

If you would be loved, love, and be loveable.—Benjamin Franklin

No road is long with good company.—Turkish proverb

These days, “the biggest disease today is not leprosy or tuberculosis, but rather the feeling of being unwanted, uncared for, and deserted by everybody”—as said by the late Mother Teresa.

One should thus truly be aware and apply the power of relationships. Indeed the power of relationships needs to be embraced, enforced and engulfed.

Relationships are a big part of being happy at work. Whether one's job is demanding or mundane, one is more likely to feel fulfilled if one regularly spends time with OP/colleagues and others who support one and help one create a sense of purpose.

So, on one hand, at the heart of life rests the relationships we have with others and people with family, co-workers and friends close by and far away at the other side of the world. And how one allows these relationships flow, grow and flourish has an enormous effect on the happiness both in one's life and in the lives of the people one cares about.

Think of all your happy moments; I bet you they are all with your loved ones; you are with someone, sharing something with them and cherishing the moments with them.

And on the other hand, people are lonely, grumpy, irritable and/or sometimes unhappy because they build walls and barriers instead of bridges. They don't connect and/or relate well with others.

Do you connect and relate with people easily? Do you connect and relate with your business associates/people easily?

Interestingly, "each friend represents a world in us, a world possibly not born until they arrive, and it is only by this meeting that a new world is born" (Anais Nin). And we create, share and enjoy many worlds by the many friends we make. And more so, as a Swedish proverb says that, "shared joy is a double joy; shared sorrow is half a sorrow".

Sunil Mittal, an Indian billionaire entrepreneur, philanthropist and the founder and chair of Bharti Enterprises, highlighted this, "For me, relationship is very important. I can lose money, but I cannot lose a relationship. The test is, at the end of a conversation or a negotiation, both must smile".

Overall, a person's ability to communicate, connect and relate with others while at work, when negotiating with others and/or at any time will make him or her happier. It will help him (her) build a sense of community and gain the support of others when (s)he needs it.

14.2.21 People Involvement

Without involvement, there is no commitment. Mark it down, asterisk it, circle it, underline it. No involvement, no commitment.—Stephen Covey

The difference between involvement and commitment is like ham and eggs. The chicken is involved; the pig is committed.—Martina Navratilova

To persuasive and be in touch with the OP (your people)—practising in-touch leadership, one indeed needs to involve one's OP (people).

We need to ask ourselves, and indeed ACT on:

How can I involve and engage my people and persuade them? How can I get rid of rules to persuade them more to me as a leader rather than as a manager?

How can I learn to love my OP (people)? How can I involve my OP (people)?

In what ways can I build my OP's (people's) confidence?

How and in what ways can I build excellence through my OP (people)?

I would not pretend here; I would put it that I have no answers, but here, it is more for you to think through and act to persuade your OP (people) to your message(s) and to you.

And yes, if you want to engage your people, make it convenient and easy for them to be engaged and/or involved. Singapore's Land Transport Authority (circa August 2019), for example engage its citizens/motorists to report errant (e-scooter) riders via My Transport.SG; and what they need to do is to Spot (these errant riders), Snap (a photo through their hand-phones, a modern convenience) and Send (the photo via What'sApp to its website), and that's it.

14.2.22 Pro-activeness

The best way to not feel hopeless is to get up and do something. Don't wait for good things to happen to you. If you go out and make some good things happen, you will fill the world with hope, you will fill yourself with hope.—Barack Obama

Better light a candle than curse the darkness.—Buddha

A person is Heaven and Earth in a miniature, as the Chinese saying goes: Do act and be proactive (Low 2013, 2018, Chap. 18).

To this author, one needs to always do something about it.

One must put in some effort, a personal touch or some extra care. One simply needs to add value (a little something) to it, be a relationship, a product or a transaction. When, for example one smiles and gives a bow when saying "thank you", that is a value-added way of saying "thank-you" to the OP or others.

Always keep one's eyes and ears and seek out opportunities. When reading the newspapers and business magazines, scan for opportunities in the news.

All the formulae for success in negotiations and sales always point to pro-activeness and hard work.

Sales are a number game; and one must be prepared to put in extra efforts and work hard. The more people one talks to, the more people know of one's existence and the products and services one provides, the higher the chances of one's success in sales (and business negotiations).

14.2.23 Power

Recognising power in another does not diminish your own.—Joss Whedon

Being powerful is like being a lady. If you have to tell people you are, you aren't.—Margaret Thatcher

One, one must control or have the power to control one's emotions. Be the master of one's emotions.

The late Og Mandino once said,

If I feel depressed I will sing.
 If I feel sad I will laugh.
 If I feel ill I will double my labor.
 If I feel fear I will plunge ahead.
 If I feel inferior I will wear new garments.
 If I feel uncertain I will raise my voice.
 If I feel poverty I will think of wealth to come.
 If I feel incompetent I will think of past success.
 If I feel insignificant I will remember my goals.
 Today I will be the master of my emotions.

Two, think POWER and one will be POWERFUL. Three, do realise that POWER is a perception. Four, Power comes in hard power and soft power.

Dolly Parton, the country singer once said, “I walk tall; I got a tall attitude”. You can be powerful if you have a Powerful attitude.

Surely so, be powerful. Think, feel and act POWERFUL.

Power is what you perceive; it’s your perception.

If you think you have the power, then you have it. If you think you don’t have the power, then you don’t have it.

And if you think your OP has more power than you, and then it is. If you think your OP doesn’t have that much power, then it is.

When one speaks of power, one should bear in mind that power comes in the form of hard and soft power. When negotiating, the successful negotiator realise that there’s hard power, using force and coercion. And there is also soft power. Leo F. Buscaglia, also known as “Dr. Love”, an American author and motivational speaker, and a professor in the Department of Special Education at the University of Southern California, once spoke of, “Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around. Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment or the smallest act of caring, all of which have the potential to turn a life around”.

Yet there is also a combination, a mixed tape or an interplay of hard and soft power. Or the fact that the successful negotiator too realises that (s)he needs to be flexible.

One African proverb goes like this, “The tree breaks that takes all the force of the wind”. The successful negotiator may thus apply hard power or soft power or simply retreat to come back another day. Whatever it is, (s)he needs to look at the negotiation situation/context, and his (her) goals and apply accordingly.

14.2.24 Ploys

The Brer Rabbit ploy has been quite effective for me. When a country is talking about prosecuting me, I demand to be charged and put on trial and offer to pay my own airfare. They know that I’m going to bring a lot of international media with me and put their whaling programme on trial, and they decide it’s better to keep quiet and do nothing.—Paul Watson

Sit on a mountain to watch tigers fighting among themselves (meaning, a situation where a person is in a safe position while others are fighting for their survival.)—Chinese proverb

Based on the above proverb, it follows that a third nation can observe, sit down and watch the two “countries”, say the People’s Republic of China and Taiwan squabbling with each other.

Of ploys, one should indeed know the strategies, tactics and manoeuvres of one’s OP and that of one’s side too. One can get the better of one’s competitors by plotting to disrupt, dissuade, calm, discourage, pacify or otherwise influence them, and these can be part of a strategy. This is where strategy can be a ploy, as well as a plan. A pharmaceutical chain might, for example threaten to expand a store so that a competitor does not move into the same neighbourhood area; or a software company might buy up patents that a competitor could potentially use to launch a rival product.

A ploy can be described as a cunning plan or action intended and devised to turn a situation to one’s own advantage. Ploys are normally used to increase the power of the negotiator vis-à-vis the power of the OP. Or it is used to decrease the power of the OP versus that of the negotiator. Basically, ploys are used by one can also get OP and others to make up their mind to take action. Badly used they can trick people into doing things that they should never do.

Some ploys can be wise, ingenious and resourceful. “Say to wisdom, ‘You are my sister (i.e. part of your family)’, and call understanding your kinsman” (Proverbs 7:4).

Some other ploys are sometimes applied to cause a mix-up, confusion or to confuse one thing for another. The Chinese saying, “Put one person’s hat on another’s head” is apt to describe such a situation trigger by such a ploy.

The whole thing about ploy(s) is to see or determine what is real and what is feigned, unaffected and harmless on the part of the OP’s and what genuinely and seriously affects the OP in terms of one’s ploy(s).

Then again, some people would think that ploys are just to get things done, and there is nothing right or wrong, it’s only thinking that makes it so.

All in all, as a successful negotiator, one needs to understand ploys/tactics, how they can be used for everyone’s advantage, how you can spot them and how to flush them out.

14.2.25 Probe

Don’t give people what they want, give them what they need.—Joss Whedon

It’s never overreacting to ask for what you want and need.—Amy Poehler

One of the greatest stumbling blocks faced by negotiators is to clearly understand the real issues involved as the root cause and basis for negotiation in the first place. Now this is where there is a real need to probe and find out further on the

needs of the OP. All too many times, negotiators take little time to clearly identify the needs of the OP and the problem itself.

Always probe and find out the needs of the Other Party (OP). One needs to ensure that one can answer to the OP's needs in terms of his or her "What's In It For Me?" ("WIIFM").

One can know and understand more of the OP's when one asks.

One can also (more) open questions as well as one actively listens. And when one understands the OP better when one listens deeply.

Harroch (2016) pointed out that "The best negotiators tend to be the ones who truly listen to the other side, understand their key issues and hot buttons, and then formulate an appropriate response. Try to gain an understanding about what is important to the other side, what limitations they may have, and where they may have flexibility. Refrain from talking too much".

14.2.26 Protection of Your Organisation's Interests

When you're surrounded by people who share a passionate commitment around a common purpose, anything is possible.—Howard Schultz, Starbucks

Have a checklist of your Organisation's needs and interests to be protected.

Successful negotiation is easily attainable when one knows how. One of the pathways to achieving negotiation success is to ensure that the organisation's interests are protected. A successful negotiator always protect the interests of his (her) organisation; (s)he ensures that the needs of the organisation (such as, for example quality specs, budget requirements, manpower needs) are fulfilled and met at the end of the day.

Derek Jetter, an American former professional baseball shortstop, businessman and baseball executive, once said that, one needs to be "surround(ed...) with good people. People... are going to be honest with you and (they) look out for your best interests".

14.2.27 Philosophies

The life of man (in a state of nature) is solitary, poor, nasty, brutish, and short.—Thomas Hobbes

The unexamined life is not worth living.—Socrates

Every one of us holds a set of principles or philosophies when dealing with others in terms of negotiating with them.

Some may have competitive ideas when negotiating with others yet others may hold cooperative principles when dealing with people. The former may have a preference for competitive ways such as "I win, You lose" or "If I do not win, I don't mind you do not win too"/"You lose, I lose". Here, the competitive negotiator may

want to “clobber, whack and squeeze them”, hide information from the OP, and prefer to “tell” or “have it my way!”.

On the other hand, the cooperative negotiator may prefer to have cooperative ways such as sharing ideas, exchanging information and working together.

So what type of negotiator are you? Are you the competitive negotiator? Or are you the cooperative negotiator?

14.2.28 Pliable

Flexibility not every situation is covered in the training manual.—Anonymous

I don't think of myself as unbreakable. Perhaps I'm just rather flexible and adaptable.—
Aung San Suu Kyi

The trick is: When negotiating, one should not be rigid or inflexible. Instead one needs to be flexible.

We need to be flexible; the analogy here is that if a person can use both of her hands—the left and the right, she can really be better; and do more things with both of her hands. And why not?

In martial arts, the late Bruce Lee spoke of “be (like) water”, meaning that (there is) the need for strategies to be flexible. To this author, flexibility is crucial to one's negotiation fitness. One must also adopt style flexibility to be more effective when negotiating. One should not just adopt one way or fixed ways, but rather have a potpourri or a variety of ways, methods and numerous styles.

When faced with a disagreement, one is going to have to be willing to offer or suggest possible strategies, compromises and settlements. What this is going to show the OP is that one is open to working with them to finding ways to solve the problems and hiccups that one is presently facing. Having the ability to do this will show the OP that one knows what one is doing when it comes to this negotiating stuff.

Instead of seeing being flexible as making one weaker in a negotiation, one needs to take a contrary approach and see inflexibility as rendering one weaker. Those negotiators who are inflexible or rigid will never be able to reach the kind of deals that they want. The inability to change will endlessly keep them from attaining the ultimate goal that all of us have in each and every negotiation that we involve in.

The goal of both parties when they enter into their next negotiation should be to be as supple as possible. Negotiators need to always have an open mind and be willing to consider new ideas and new ways of finding solutions. Find a way to be flexible and one will be able to create the deals that one wants to be able to reach.

In REALTORMag, M.D. Tracey (<https://www.enlightenednegotiation.com/wp-content/uploads/2015/06/REARTICLE.pdf>) also spoke of flexibility in his article:

Flexibility: There is more than one way to reach the goal of buying or selling a home. “Don't get stuck in one way of reaching the goal”, Nazari says. “Creativity is essential”.

Consider alternatives that can satisfy your clients' needs and still reach the goal of selling the home.

For example, Nazari recalls a situation where a seller couldn't afford to go down on the price any more on the property, particularly since she was going to have to vacate the home earlier than anticipated and find a short-term rental until she could move into her new home. However, the buyer, who genuinely wanted the property, was qualified for a certain loan amount and couldn't afford to pay any more for the home. The deal was locked on price and neither side could afford to budge.

In order to make it to closing, Nazari helped to negotiate a deal where the seller would be able to stay in the property for up to two months rent free, which then would help her save nearly \$5,000 in moving costs and allow her to meet the buyer's sale price. A little flexibility on the part of both sides helped the transaction make it to closing.

14.2.29 Paperwork

I have so much paperwork. I'm afraid my paperwork has paperwork.—Gabrielle Zevin, *Elsewhere*

Have it in black and white; have proofs and evidences.

Paperwork is a necessary evil, but it can be an angel, and one can make full use of it.

Business negotiations involve contracts, which mean legal documents that must be understood and agreed to by both parties. If buyer and seller agree on the final price and condition, the final purchasing agreement is signed by both parties. Contracts also make it binding for parties to be committed, and follow-up.

Records must be kept. And the paperwork can be essential records, accounts, minutes of meetings, descriptions and histories. These essential records are often needed to be maintained; and one does not have to waste time and efforts looking for something vital when needed.

14.2.30 Policing or Controlling

Control your own Destiny or somebody else will.—Jack Welch, *Jack: Straight from the Gut*

Laws control the lesser man; right conduct controls the greater one.—Proverb

When I'm acting, I'm two beings. There's the one monitoring the distance between myself and the camera, making sure I hit my marks, and there is the one driven by this inner fire, this delicious fear.—Gabrielle Zevin, *Elsewhere*

After the signing of the agreement, a need for policing and monitoring exists to ensure that the terms and conditions of what's agreed and written on paper are followed up in actions and implementations.

All of us need to ensure that the actions are carried out according to the goals and plans; there should be continuous monitoring.

The relationships between the two parties too need to be built and nurtured.

After the deals and agreements signed, banks have to follow-up on the term loans and other loans so that they do not turn out to be soured. Factory visits are to be made, with checks on the clients' sales and profits; and with safeguards that loans payments are well-scheduled and duly paid. Steps need to be ensured to build the relationships so that the banks and the bank managers are on the ground, knowing their clients and their needs as well as reading and sensing their financial situation well. And that the banks and its managers should actually take continuation steps and further measures to allow the clients' proper arranged loan (re)payments, not moving towards the client companies' bad loans-recovery stage and their liquidation.

14.2.31 Peaking

Persistence, perseverance, and continuous improvement are the ingredients for forming a successful person.—Debasish Mridha

Learning is not compulsory; it's voluntary. Improvement is not compulsory; it's voluntary. But to survive, we must learn.—W. Edwards Deming

Remember Lao Tzu's exhortation, "The journey of a thousand miles begins with a single step". Small and consistent steps are the keys to one's great achievement whether in negotiations or in any field.

It is worthy to highlight what Robert Collier once said, that is "Success is the sum of small efforts, repeated day-in and day-out". And to this author, there's always room for improvement, and one can always improve oneself.

"Peaking" is that one is always about to reach the peak and yet one puts in efforts; the peak is never reached. Life's a journey without an end; it's an ongoing process.

It's about continuous improvement (Low 2013, 2018, Chap. 18) or what the Japanese called "Kaizen". Keep on moving. And one keeps on learning, growing and improving; there's mind growth. Mini or small improvements eventually results in advantageous gains.

Make it one's goal to better each and every day; never stop investing in ourselves.

14.2.32 Perceptions

Our understanding is correlative to our perception.—Robert Delaunay

There are things known and there are things unknown, and in between are the doors of perception.—Aldous Huxley

Thomas Carlyle, Scottish philosopher, historian and essayist, pointed out that, "The eye sees what it brings the power to see."

And C.S. Lewis in *The Magician's Nephew* spoke of, "What you see and what you hear depends a great deal on where you are standing. It also depends on what sort of person you are". Whatever the case may be, one just has to make full use of all of one's senses, perceptions and insights.

Understand oneself more; and know and understand the OP more.

Be aware of one's moods, attitudes and dispositions, and that of the OP's. And be self-disciplined to be patient and be cool and calm.

Look, observe and sense the OP, OP's body language and the surroundings/settings. Listen and listen deep.

14.2.33 Problem-Solving

There's no use talking about the problem unless you talk about the solution.—Betty Williams

Well, if it can be thought, it can be done, a problem can be overcome.—E.A. Bucchianeri, *Brushstrokes of a Gadfly*

A problem well put is half solved.—John Dewey

One needs to take a problem-solving perspective, and one that promotes mind growth (remember mindset is rigid and limited while mind growth is learning, expanding and flexible) to negotiations; negotiation then becomes a problem-solving dialogue. The negotiation parties too can get creative, and allow their ideas to grow and resolve problem(s).

It is important that when identifying possible solutions, one needs to know how to communicate the problem to others, and work with the OP/others. One will also need to know what communication channels are the most appropriate when negotiating, persuading others and seeking assistance. Once one finds a solution, communicating it clearly will help reduce any confusion and make implementing a solution easier.

No one can negotiate until they understand the situation. Chiefly, there is a problem to be solved that involves getting two or more people to agree, decide and settle on something. Negotiation is a collaborative problem-solving discussion among the parties involved. Bargaining and discussing, both parties attempt to find solution(s) to resolve the problem.

To paraphrase Tony Robbins, every problem is a gift. Without them, the parties' relationships and understanding of each other wouldn't grow.

A problem-solving approach to negotiations displays open-mindedness to one's prospects and clients, which increases the chances of reaching a mutually acceptable solution(s). It is said that the ability to resolve or unravel problems, manage conflict(s), and carry on the relationships leads to more deals and contracts.

14.2.34 Perpetual Succour

Prayer is perpetual rejuvenate force.—Lailah Gifty Akita

Look deep into nature, and then you will understand everything better.—Albert Einstein

Sometimes, one may just curse or swear—%\$#@*—as if there is **NO POWER BEYOND** ourselves; what you see is what you get. And what is visible is more important than the “invisible” (Fig. 14.2).

However, there’s **POWER BEYOND** self. When one is afraid of the negotiation problem, barrier of even the OP him(her)self, one would think that the giant or negotiation “barrier” is never bigger than God or the Supreme Being inside oneself.

Have faith and believe in prayers. Prayers and praying (meditation) mean one is not alone. One is with help, tools, supports, aids and resources, and the Universe or Absolute Reality is with one.

Believe in the Supreme Being larger than you and life, go beyond the visible, perhaps you do not understand; you don’t have to. Believe that you are not alone, and that there are miracles in all of life; they happen!

Rightly so, Jonathan Lockwood Huie, the author and management consultant, pointed out that, “The antidotes for worry are gratitude, action, service, and faith”. The Christians would say these,

The Lord is my shepherd; I shall not want...

Yea, though I walk through the valley of the shadow of death,

I will fear no evil (**nothing**): for thou art with me”—Psalm 23 (**bold; author’s word and emphasis**)

14.2.35 Peace

I like to think of sales as the ability to gracefully persuade, not manipulate, a person or persons into a win-win situation.—Bo Bennett

Peace brings with it so many positive emotions that it is worth aiming for in all circumstances.—Estella Eliot

Harmony is stressed in many Asian philosophies. Confucianism and Taoism value compassion, peace and harmony. The Dalai Lama once said, “Do not let the behavior of others destroy your inner peace”.

To reword the wisdom of Bernie Siegel that love and peace of mind do protect us. They allow us to **overcome the (negotiation) problems (or challenges) that life hands us**. They teach us to survive... to live now... to have the courage to confront each day.

Truly so, one should process and (re)train one’s mind to attain peace. The late Wayne W. Dyer once said, “Peace is the result of retraining your mind to process life as it is, rather than as you think it should be”.

Peace (The Dalai Lama once said, “World peace begins with inner peace”) starts with oneself, and one then extends to one’s OP and others. [Here, Linda Evans spoke of, “If there’s no inner peace, people can’t give it to you. The husband can’t give it to you. Your children can’t give it to you. You have to give it to you”.]

Author Eleanor B. Stock once said that, “Goodwill is no easy symbol of good wishes. It is an immeasurable and tremendous energy, the atomic energy of the spirit”. Rather than malice or nastiness, all of us need to build much helpfulness and goodwill with the people around us, both near and afar. Goodwill, although take years to be built upon, can be easily dashed by tactless, careless words uttered.

Everyone wins in negotiations when peace and harmony are valued. And indeed “peace is its own reward” (Mahatma Gandhi). And “We don’t realise that, somewhere within us all, there does exist a supreme self who is eternally at peace.” (Elizabeth Gilbert, *Eat, Pray, Love*).

Negotiations do not have to have fistfights or (hostile) wars. In fact, the more successful negotiations occur when both parties find a way to win. Win–win is always superior and healthier than lose–lose.

For win–win to take place, the negotiation outcome would result in peace. And all parties in the negotiation also grow in the relationships with each other.

What then drives success in peaceful negotiations?

First of all, peace must be valued and cherished; a win–win for all parties must be achieved, and next, there should also be clear and attainable mandates. There is also a good understanding by each party of the other’s needs and interests. Additionally, there should also be commitment from all parties involved. And during the process, good and/or thorough communication must also prevail, leading to increased understanding of each other by all parties involved.

14.2.36 Persuasion

In making a speech one must study three points: first, the means of producing persuasion; second, the language; third the proper arrangement of the various parts of the speech.—Aristotle

There are good leaders who actively guide and bad leaders who actively misguide. Hence, leadership is about persuasion, presentation and people skills.—Shiv Khera

This author holds the view that if a person, especially a business executive or a leader, who cannot persuade or influence others, then (s)he cannot negotiate. (S)he must get people/others to follow his (her) lead. Negotiation is all about persuasion; one needs to be persuasive, sway, motivate, inspire or affect others. One has to influence one’s OP/others. One should be convincing, more of persuading and/or encouraging others rather than telling or scolding the OP/them.

Persuasion is crucial for many reasons, but conceivably, the most critical reason is because persuasion is a powerful tool for important change, for good and for bad. In a free society, people considerably prefer being persuaded to believe or think and to do things than simply being told what to believe and what to do. Just take note

Fig. 14.2 Highlights the importance of going beyond the visible, and that we are not alone... miracles happen



“...go beyond the visible, perhaps you do not understand; you don’t have to. Believe that you are not alone, and that there are miracles in all of life; they happen!”

that in a free, modern society, people are open to new ways of thinking and doing, but they want to be certain ethically by persuaders who walk what they talk, who model the behaviour they want the people to emulate.

Aristotle spoke of, “Persuasion is clearly a sort of demonstration, since we are most fully persuaded when we consider a thing to have been demonstrated”. And indeed here, the influencer’s example or demonstration is very important to the person who is to be persuaded (by the influencer).

CEOs, leaders, managers, politicians and debaters must be persuaders; they have to convince and/or sway their OP/people to get their attention and listen to their side of the story while winning them over. And they have to get their people to do to get results. (Imagine these: Can the leader if (s)he is rude, vulgar; demoralising and demotivating, can (s)he then be persuasive?)

Most people, a sad fact though, do not have the power of persuasion.

And truly a leader or a manager should not micromanage; if one asks one’s staff to do a particular task or job, one should not tell or detail him (her) one’s way of doing things—more so, when (s)he is able and willing with a good attitude. Leave him (her) to his (her) own inventiveness and cleverness. Allow him (her) to do the job. The latter is more credible or persuasive, and if one micromanages and details him (her), it only demotivates, if not, utterly demoralises and disheartens him (her).

14.3 Checkpoint

Think About It

Review the following key points and when you have finished the quiz, check your answers.

1. Using your own words, write your own attitude to negotiate with the OP/others.

2. Based on the chapter you have read, what is the Ps for successful negotiations?

3. Can you think of other Ps for successful negotiations? Do you have any other Ps to add on?

4. How can I be better prepared for a negotiation?

5. Have a checklist or list out the things you need to do or prepare before a major negotiation:

6. i. Identify your people's skills. What are you good at? And give reasons.

ii. Tell (keep telling) yourself (especially when dealing with OP/others) to turn routine or mundane minutes into magic moments, "I will let my eyes stay in contact for an extra second with everyone I speak with".

7. In what ways can I involve my people and persuade them? How can I get rid of rules to persuade them more to me as a leader rather than as a manager?

8. How can I learn to love my OP (people)? In what ways can I love my OP (people)?

9. How and in what ways can I build excellence through my OP (people)?

10. Are you people-orientated? And if so, what is the basis or reasons for you to say so?

11. Are you proactive? And if so, why? What are the reasons for you to say so? And if not, what are the reasons for you to say so?

12. Do you think you have the power, and if so, what are the sources of your power?

13. Do you think your OP has the power, and if so, what are the sources of his (her) power?

14. Do your OP (people) respect you? If so, why? If not, why not? In what ways can you make your OP (people) respect you?

15. How can I learn to love my OP (people)?

16. In what ways can I build my people's confidence?

17. How and in what ways can I build excellence through my OP (people)?

18. How can I involve and engage my people and persuade them? How can I get rid of rules to persuade them more to me as a leader rather than as a manager?

19. How can I learn to love my OP (people)?

20. In what ways can I build my people's confidence?

21. How and in what ways can I build excellence through my OP (people)?

22. In your own negotiation context, what are the interests of your Company/ Organisation that you need to protect? And how are you going to protect these interests?

23. When negotiating, why is it that we should not be a rigid negotiator?

24. In what ways and how could you be a pliable or flexible negotiator?

25. What would you deem as your key points in terms of paperwork in negotiations?

26. For what reasons or why do you think negotiations need to be policed?

27. What do you think of the process of peaking as discussed in this chapter?

28. Why do you think negotiations are about problem-solving?

29. In your own context and in the light of your own negotiation experience, can you think it through and prioritise the Ps, the pathway to negotiation success?

30. Negotiations are not about waging war. And win-win is important. Why is that so?

31. What, to you, are the benefits of having peace?

32. Some people say these: “I know it is difficult for you to believe, but you’ll gain sensitivity or warmth points in a woman’s eyes when you share”.

What do you share? And how often do you with your loved ones (your OP/ people)?

33. About persuasion and being persuasive:

- i. Why is sharing persuasive?
- ii. Why is sharing (information) good or beneficial to all parties?

34. “So much of life is a negotiation—so even if you’re not in business, you will have opportunities to practice around you” (Kevin O’Leary).

Reflect on at least three (3) of your life experiences in which you were negotiating. What do you learn from them?

35. You need to sit down and ask yourself these magic questions:

- i. “What can I learn from this chapter?”
- ii. “What else can I learn from here?”
- iii. “What else can I apply from here?”

36. Your own pointers:

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The more ignorant a man is, the more he is inclined to separate his private interest from the interest of his fellows.

Jeremy Bentham

Never make demands. Engage in friendly persuasion and win!

When you negotiate, go for the long-term.

Make friends and build partnerships!

Low, Kim Cheng Patrick

15.1 Introduction

Leading, managing and working with people has its greatest rewards when we are able to get the best from them. We get results and are happy, and people are happily achieving or getting things done. Everyone is happy.

And one more thing, whatever issue(s) can always be resolved; there is always no issue or problem. What more, the negotiator can take this attitudinal posture that is, subscribing to the spirit of this Malay proverb, “Dimana ada kemahuan, disitu ada jalan”, meaning “Where there’s a will, there’s a way”. With determination, all things or problems will be resolved.

Overall too, remember that during negotiations, one, do focus on the common ground not on differences. And two, when one focuses on *problems*, one will have more problems. And when one focuses on *POSSIBILITIES*, one will have more opportunities (Fig. 15.1).

15.2 The Golden Rule

He who sows hemp will reap hemp; he who sows beans will reap beans.—Chinese proverb

The Golden Rule, the oldest and most revered guideline, is to achieve a win–win, treating people fairly. Confucius and Lao-tzu preached it in China; Buddha and Jesus also taught it. The sacred books of Hinduism and, in fact, all religions teach us this: “Do unto others as you would like others to do unto you”. This is always applicable, never goes out of style and is as relevant to negotiations as it is in your everyday dealings with relatives and loved ones (Fig. 15.2).

When you mistreat your other party (OP), don’t expect your OP to show kindness towards you. That’s the recipe for a failed negotiation. People know when you treat them well and when you mistreat them. People know that there is a difference between being deliberately kicked and accidentally stepped on. I believe that if you treat people right, they will treat you right—at least 90% of the time. And if you follow the path set forth in this book, you will be able to handle the other 10%.

Like “a perfect law that sets you free” (James 1: 25), “consider others more important than yourselves. Care about them as much as you care about yourselves” (Philippians 2: 3–4) and win! You seek gains not only for yourself but also for your OP. And you seek to practise, whatever way, giving to every other human being every right that you claim for yourself. Winning means finding out what your OP really wants and showing your OP a way to get it while you get what you want! Everyone becomes happy.

When you are interested in reaping just your gains, you lose. You are, in fact, painting yourself in a corner. And others will see you more as a self-centred individual. No one loves to support a selfish individual. However, if you work hard to establish mutual trust with others and look at long-term perspectives, gains and



Fig. 15.1 Stresses on the importance of “Where there’s a will, there’s a way” in successful negotiations



Apply the **Golden Rule**:
"Do unto others as
you would like others to do unto you"

Fig. 15.2 Remember to "consider others more important than yourselves. Care about them as much as you care about yourselves"

relationships, it will work to your benefit. You will be seen as someone who looks out and cares for other people's interests. And you win—without making enemies!

Trust and integrity are also critical in working out win-win deals. Like me, I hope you would also believe that the most important persuasion tool that each and every one of us has in our entire arsenal is integrity. Our integrity is an important key when we choose to negotiate the relationship way. Negotiating in this way is both strategic and long term.

15.3 Remove "Demand" from Our Vocabulary

Talk it out, request and persuade the OP but never make a demand. Demand is a one-way; it is ordering or telling, and a demand is an order, a command or an instruction. Ask.

And ask well.

15.4 You Don't Have to Be Disagreeable to Disagree

When we disagree with anyone, we do not have to be disagreeable. We can also let others feel that they have got something from the deal. Going the relationship way, when negotiating with others, is the best way to negotiate. It is like applying the *Tao De Ching*, the way of the Tao. To quote: "The *softest* of stuff in the world penetrates quickly the *hardest*; insubstantial, it enters where no room is. By this, I know the benefit of something done by quiet being; in all the world but few can know accomplishment apart from work instruction when no words are used".

15.5 Treat People with Fairness, Decency and Respect

As long as you use the basic precepts—treating people with fairness, decency and respect as well as not lowering your standards—and use what has been suggested in this book, you can be assured that you will be able to confidently negotiate your way through life. And indeed feel good doing it.

15.6 Relieve Tension, Begin Conversation with Pleasantries

Do not start off by announcing, “Let’s go with this quickly”. This is the time to humanise yourself.

You need to build friendly rapport. So start your negotiation with small talk. “How old are your children?”, “Still at school?”, and so on. Talk about the news, talk about sports, share stories or admire the family photo on the office table. These are the necessary preludes to actual negotiating.

15.7 Show Personal Interest

Showing personal interest helps. It is not only good manners, but you may earn and learn a nugget of information that you can use later, either to lighten up a dark moment or to alter the agreement to your liking. Besides, you may also find that you have common interests that will make the negotiating more pleasant.

15.8 Develop a Partnership

Two plus two is five.—Ansoff

A French strategist, Ardant du Picq, once wrote, “Four brave men who do not know each other well will not dare attack a lion. Four less brave who know each other well, and are sure of reliability and mutual trust, will attack resolutely”.

Indeed, du Picq’s statement illustrates the essence of a cooperative/win–win approach when it comes to negotiating with people. As you negotiate, think in terms of building relationships or nurturing partnerships. Partners are people who know each other well, working together. This concept of working together as partners illustrates many of the ideas covered in this book. As a partner, you are in a better position to:

- Seek alternatives and brainstorm for options
- Overcome obstacles to meet everyone’s needs
- Arrive at mutually acceptable solutions for win–win outcomes

In brief, negotiation is a two-letter word: *We*.

Never lose sight of your primary objective in a negotiation of getting agreement, and working together to achieve that objective. And as you continue to negotiate in your day-to-day affairs, the process will become second nature to you. I am not saying that you will win every single negotiation. But the principles should lead to the kind of successful average that would please any business person.

Very few farmers believe that they farm alone. They need agricultural experts or even soil/fertiliser specialists to help them to gain higher yields. The more others help you and you help others, the sooner you'll have a successful plantation. Your goals will soon be achieved. You'll reap a bountiful harvest!

Happy negotiating!

15.9 Checkpoint

A Win–Win Checklist

- How would you rate yourself as a win–win negotiator?
- What steps are you taking to be a relationship-centred negotiator?
- What can I do to enhance a long-term relationship with the OP's organisation?
- What can I do to convert this sceptical OP to achieve a win–win climate?
- What opportunities are there for a better bargain for both sides?
- How can I initiate a mutual goal-setting approach with the OP?
- How can we cooperate in helping each other do our homework?
- Do you have the habit of hiding information?
- Do you believe in sharing information?
- Do you share information to help the OP? Do you (the OP and you) share information to help each other?
- Who are the best people to join in to foster a win–win relationship with the OP?
- Who are the key players/decision-makers in the OP's organisation?
- What assumptions are you making that helps/hinders this win–win approach?

Action Plan, Schedule and Review

Victory belongs to the most persevering.—Napoleon Bonaparte

One must learn by doing the thing; for though you think you know it you have no certainty until you try.—Sophocles

My Personal Action Plan for Success!

I make my action plan as specific as I can. I think of the various things that I need to do to polish my negotiation skills; examples include:

1. Reading this book every week to bolster the negotiation skills I have learnt.
2. Reading articles and books on negotiation and influencing skills so that I can be a better negotiator.

Things I Need To Do

Areas for improvement Actions to be taken Progress review state(s).

What we have to learn to do, we learn by doing.—Aristotle

Remember

- Effective negotiators walk their talk and reap success!
- Advice even if it's free costs nothing—unless you act on it!

Things I Need To Do

Areas for improvement Actions to be taken Progress review state(s)

Put the idea(s) into action(s). Push on! Keep on moving!

Each and every day, I will get better and better!

If it's to be, it's up to me!