

Institute for Training and Technical Cooperation

National Advanced Trade Negotiations Simulation Skills Course

(Organized jointly with the Conference Board of Canada)

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Disclaimer

The methodology used in this simulation is derived from the Linear methodology applied to the Kennedy Round (1963-67), the Uruguay Round (1986-93) and the Non-Linear methodology (Swiss formula) applied to the Tokyo Round (1973-79).



WORLD TRADE ORGANIZATION
ORGANISATION MONDIALE DU COMMERCE
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ADVANCED TRADE NEGOTIATIONS SIMULATION

SKILLS COURSE

PART I

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TRADE NEGOTIATIONS

Eight Steps to Successful Negotiations

- Creating the right environment
- Researching your objectives
- Deciding who you are and who your negotiating partner is
- Opening the negotiation
- Talking and listening
- Making proposals
- Summarizing
- Closing and confirming.

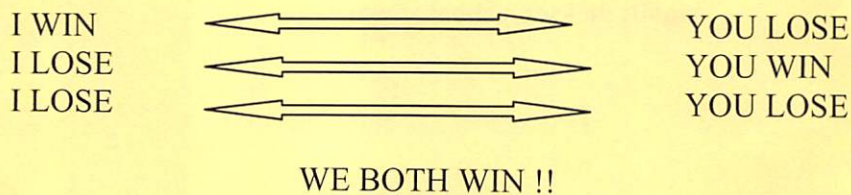
1. CREATING THE RIGHT ENVIRONMENT

1a. Creating the right environment involves:

- creating the right atmosphere
- choosing the right time to negotiate
- selecting the best place.

1b. Creating the right atmosphere

There are four possible outcomes to a negotiation:



Most people would prefer not to be losers normally- unless they have other motives and the risk of "losing" divides negotiators into two categories:

- i. those who are **competitive** and want to win at everything;
- ii. those who are **collaborative** and want to achieve the best deal for both or all parties.

The right atmosphere will be affected by:

- How you feel about the negotiating agenda
- How you feel about your negotiating partner
- The relative power of the two parties
- Your ability to cope with stressful situations
- Your composure -especially with emotional pressure
- How much you trust each other
- Your degree of open-mindedness
- Your aspirations (Are you the sort of person who would wish to achieve better-than-average results?)
- How prepared you are to listen (as well as speak)
- Your charisma.

1c. Choosing the right time

The "right time" to negotiate is probably when you have least need for a deal and the need of your negotiating partner is greater. However, collaborative negotiators minimize the "fall-out" from such relationships.

Skilled negotiators:

- choose their timing carefully;
- patiently draw reluctant countries to the negotiating table (it could take time);
- avoid spontaneous negotiation sessions (if at all possible);
- prepare their case carefully;
- weigh up what they think may be on their "negotiating partner's" agenda;
- know their own limitations and those of their negotiating partners (for example, are you sharper in the "mornings" or in the "evenings"?)

1d. Selecting the best place

The right place to negotiate is any place where you feel most comfortable and, as important, most confident. Neutral territory is often suggested by negotiators as an appropriate way of avoiding any bias in the negotiations.

2. RESEARCHING YOUR OBJECTIVES

The skilled negotiator always prepares a checklist of objectives a "shopping list" and uses it to compare actual results from negotiations with those anticipated. Any move away from the original plan is then a conscious decision and a target for trading-off concessions from your negotiating partner. Skilled negotiators rarely negotiate without any kind of plan.

Your checklist of objectives will actually serve as a baseline of standards or achievable goals, against which various offers will be screened. Preparation of your negotiating brief is two-dimensional and encompasses: your objectives; and your best assessment of your negotiating partner's objectives.

Goodwill between negotiating partners may have quite an effect in arriving at the most appropriate point of "balance" between two extreme negotiating positions. Any breakdown or loss of confidence between the parties can lead to a "Lose/Lose" outcome. An example of a "Lose/Lose" result could be either party changing its mind and withdrawing from the negotiating table.

The broader the issue on which you are likely to negotiate, the more valuable it is to consult a wide range of people. Moreover, a broad agenda could enable governments to strike cross-sectoral bargains when negotiating sensitive issues such as farm trade.

Your **negotiating brief** should include:

- an agenda of issues to discuss;
- your objectives expressed in terms of parameters;
- questions to ask to reveal information about the negotiation or your negotiating partner's position.

TRY YOUR OWN PLANS FOR MARKET ACCESS NEGOTIATIONS REGARDING A SPECIFIC PRODUCT

PLANNING YOUR OBJECTIVES

Your Objectives	Position of your Negotiating Partner
1.
2.
3.
4.
5.
Concessions You can Give	Concessions You seek
1.
2.
3.
4.
5.
Questions I need to ask	
1.	
2.	
3.	
4.	
5.	

PRE-NEGOTIATION PLANNING

The following checklist may help you avoid any loose ends:

OPENING

- i. How should I open the negotiation?
- ii. How interested are they in the negotiation?
- iii. What needs might exist?
 - Theirs
 - Ours
- iv. What areas of common ground exist between us?

AUTHORITY

- i. Who am I negotiating with?
- ii. What is the history/track record of the relationship?
- iii. How much authority does my negotiating partner have?

POWER AND INFLUENCE

- i. What is their "power" over us and/ or our competitors?
- ii. What is our power in this situation?
- iii. How can we exploit our strength for mutual benefit?

COMMITMENT

- i. How interested are they in the negotiation?
- ii. How badly do they need an agreement?
- iii. Do we want or need an agreement today?
- iv. Will a negotiated agreement stick?

COMPETITION/EXCLUSIVITY

- i. How might market forces or changes in technology affect the negotiation?
- ii. What leverage might be used?

INNOVATION AND PROMOTION

- i. What concessions are we likely to have to make to ensure the deal is successful?
- ii. How innovative are the proposals under discussions?
- iii. Who will contribute what to help?

3. DECIDING WHO YOU ARE AND WHO YOUR NEGOTIATING PARTNER IS ?

This topic is about our personal effectiveness in relations with others and how to identify the strengths and weaknesses of your negotiating partners.

Success in negotiation is affected by our ability to carry out the following skills and attributes. Rate yourself on this checklist:

FACTOR	LOW						HIGH					
I am the kind of person who:												
1. presents himself as one who likes people	1	2	3	4	5	6						
2. is positive (who wants to work with a negative person?)	1	2	3	4	5	6						
3. is persistent ("No" can nearly always be turned into "Maybe" and "Maybe" into "Yes")	1	2	3	4	5	6						
4. is open-minded (there is always more than one way of achieving an objective)	1	2	3	4	5	6						
5. develops a good sense of timing and tact	1	2	3	4	5	6						
6. develops high aspirations for deals (skilled negotiators have high aspiration levels and tend to search for above-average agreements)	1	2	3	4	5	6						
7.presents the case assertively (i.e. without waffle)	1	2	3	4	5	6						
8.chooses the most persuasive words (use of vocabulary)	1	2	3	4	5	6						
9. thinks clearly under stress	1	2	3	4	5	6						
10. influences the emotional atmosphere of negotiations	1	2	3	4	5	6						
11. maintains self-control	1	2	3	4	5	6						
12. takes decisions	1	2	3	4	5	6						

3a. Culture

Culture profoundly influences (or is a powerful factor shaping) how people think, communicate and behave at the negotiating table. One may conceive of the four cultural elements - behaviour, attitudes, norms and values - as forming a series of concentric circles, like layers of an onion.

3b. Personal communications and negotiations

The *extrovert style* is about our attempts to persuade a person to do something by giving lots of information- in effect, seeking to persuade by 'pushing' your negotiating partner into a position.

The *inductive style* is about trying to encourage your negotiating partner to do something, by 'pulling' him or her towards that position. Clearly, this approach is more about manipulation and is more subtle than the extrovert style.

The extrovert Style

Obvious characteristics of a person with this style are as follows: This person:

- always has a say;
- produces lots of ideas and suggestions;
- may enjoy a discussion and argument;
- quite likes to stir things up in a discussion;
- may reveal inner thoughts regardless of the circumstances;
- frequently gets his/her own way in discussions.

The style also has a 'down side' which may dilute its effectiveness - especially in extreme cases. If negotiating partners are to be *persuaded* rather than bludgeoned into submission, the following factors need to be kept under control:

- taking an aggressive approach to others;
- sticking to a point of view having once expressed it;
- criticising others;
- looking for all the snags and problems in new ideas.

This style will be most successful, in the short-term, when negotiators are working from a powerful angle (i.e. power is on their side) and in a competitive climate. However, if the relationship is dependent on goodwill for its continuing success, there may be a greater likelihood of bruised feelings resulting from the negotiation. This, in turn, may lead to more aggressive tactics being used by the negotiating partner next time (i.e. tit for tat).

The Inductive Style

This style tends to be rather less predictable than the extrovert style. Its relative success is based on the principle that the more you are able to test out the attitudes and arguments of your negotiating partners, the more likely you will be able to pinpoint weaknesses in their arguments. This will enable you to induce them to move towards your position. The skills involve the following:

- putting others at ease;
- encouraging them to come up with lots of ideas;
- being able to extend and develop those ideas;
- encouraging a warm and friendly atmosphere;
- giving credit and praise to others;
- taking care to avoid upsetting others.

3c. Do you know people like this? How do you feel about being in discussions with them?

This effect is enhanced still further if you are also able to use *clarifying behaviour* in interactions with others, to ensure that there is a minimum of misunderstandings. This will involve:

- listening carefully to what others say;
- checking that you have understood what they have been saying;
- finding out what others are saying.

All this is possible if you ask lots of open questions. (These are the ones which start with What? When? Who? Why? Where? and How?).

These effects will be further enhanced if you are the sort of person who:

- admits to mistakes readily;
- conciliates when things get heated;
- admits to your weaknesses.

These skills should enable you to obtain the information you need in any situation from others, and demonstrate the advantages of co-operating rather than competing with others. In practice, styles tend to be a mix of both styles, with plenty of 'give and take'. The skilled negotiator aims to develop expertise in both areas, so that he or she has complete flexibility and can move in and out of either approach depending on the needs of his negotiating partner.

3d. Who is my Negotiating Partner?

All negotiations take place against an atmosphere of 'needs'; if needs did not exist then there would be little point in meeting to negotiate. To help you prepare for the negotiation, it would be helpful to consider the needs of your negotiating partner in more depth. There may be a 'hidden agenda' which will help you select a negotiation strategy.

3e. So Where should we meet?

The place where the negotiations will be held can make quite a difference to its 'comfort factor'. Some people seem to be able to fit into any environment and still behave confidently in negotiations. Others are intimidated by the very thought of having to negotiate on the negotiating partners' ground. So, playing 'home' or 'away' may have advantages to you and your negotiating partner.

'Home' Advantages

- you may feel more in control
- you can control interruptions
- you can orchestrate recesses
- back-up support is available should you need it
- you can choose your office/location/layout to suit you
- you may have the moral advantage in cases of late arrivals, etc.

'Away' Advantages

- you have the chance of assessing your negotiating partner's workplace
- your negotiating partner may make allowances as you are not on home ground
- you can pressurise your negotiating partner by suggesting senior staff get involved to break any deadlocks

Another alternative is to choose a neutral territory.

Plan your style and negotiation venue

**What do you know about your
Negotiating Partners?**

WHO WILL BE INVOLVED?

THEIR PREFERRED STYLE

YOUR PREFERRED STYLE

.....
.....

.....
.....

POSSIBLE VENUES

Home:

Away:

Neutral Ground:

PEOPLE NEEDING A BRIEFING

.....
.....
.....
.....

4. OPENING THE NEGOTIATION, HOW TO TALK WITH IMPACT AND DEVELOPING LISTENING SKILLS

Results from the opening and development of the early stages of negotiations, will be affected by the factors detailed below. You might like to rate your current skills in each of these areas. Please circle the rating which you feel applies:

Factor	Rarely Used			Always Used	
• Establishing rapport-verbal and non-verbal	1	2	3	4	5
• Establishing common ground	1	2	3	4	5
• Exploring mutual objectives for the negotiation	1	2	3	4	5
• Building a joint agenda	1	2	3	4	5
• Getting comfortable	1	2	3	4	5
• Clarity of speech	1	2	3	4	5
• Assertive behaviour	1	2	3	4	5
• Avoidance of bias and tunnel-vision	1	2	3	4	5
• Maintaining flexibility	1	2	3	4	5
• Listening for overtones and signals	1	2	3	4	5
• Questioning skills	1	2	3	4	5
• Controlling and reading body language	1	2	3	4	5

Your performance in each of these areas can be improved and will affect your results.

4a. Opening the negotiation

Creating the right atmosphere for the negotiation will be important if later parts of the negotiation are to end in agreement. Tough issues can be sorted out without necessarily establishing an ice-cold atmosphere at the start; equally, if the players have not met before and the stakes are high, quite a time may be allocated to establishing an atmosphere of trust.

Assertive expression is based on our needs; and the use of *we* is better than *I*. In fact, self-opinionated negotiators who use an egotistical approach often find it difficult to persuade others to change their minds or adopt their proposals.

Similarly, emotional responses are best kept under control. The use of anger, for example, can make a short-term point in negotiation but, if it is over-used it can obstruct a negotiated settlement with a 'lose/lose' result. The **golden rule** is to keep cool, avoid rhetoric and provocative language and maintain self-control. This can be difficult if your negotiating partner is hyped-up and determined to cause maximum disruption as a deliberate tactic. In such cases, a good defence is to slow interaction down, make a conscious effort to avoid reaction and concentrate on non-controversial language.

4b. Recipes for improving your listening skills include the following:

- watching your negotiating partners' lips while they are talking (and watching their eyes while you are talking - to gauge their reaction to what you are saying);
- try concentrating on the overriding message in their contributions - rather than becoming bogged down or distracted by individual words;
- take notes to aid your concentration;
- avoid trying to second-guess your negotiating partner's statements or trying to finish off their statements (even in unison);
- categorising contributions received from your negotiating partner (e.g. is this contribution a question, summary, or proposal - and planning an appropriate response).

These approaches will help your concentration and enable you to spot opportunities for discussion and for bargaining. Whilst negotiating, do not allow your hands too near your face.

Eye gaze

Level eye contact is often taken as an indication of *honesty* and, therefore, an interpretation could be that the negotiator may be trusted. Negotiators need to vary their use of eye contact but an essential use is to look for reaction to ideas or trial proposals. Failure to do this may protract a negotiation-- simply because the signals of possible progress in persuading the negotiating partner to accept your position may go unnoticed.

What signals? The occasional frown or flicker of smile; the raising of an eyebrow or even the sharp return of a glance. We take many of these points for granted, but, if observed, they may help us interpret progress in negotiations.

5 MAKING PROPOSALS

Assertive questions such as '*How can you justify this position?*' may draw your negotiating partner to reveal his or her arguments and aims in the negotiation. With persistent questions, difficulties in arriving at a mutually agreed strategy on his or her side may be revealed, thus enabling you to take the high moral ground or express the stronger (more persuasive) argument!

Such debating points are reversible and you must be careful not to lay yourself open to the use of this approach by your negotiating partner. In making appropriate proposals, consider the following:

- Timing
- Encouraging proposals
- The best formula
- Defending principles
- Meeting inhibitions

5a. Timing

There is a right time for proposals in negotiations, and experienced negotiators sense when the moment is right. How do we find this out?

Exhausting every avenue of discussion will leave you with a need to achieve progress in the negotiations, and making proposals is the next obvious step. However, this stance can be over-cautious and pedestrian, and may lead your negotiating partner to become exasperated through lack of progress. (This can be turned to an advantage if your negotiating partner is very anxious to conclude the negotiation a process which might be quicker if he or she makes some quick and major concessions.)

When the negotiations concern an *urgent issue* and either or both negotiators have a strong sense of destiny, there will be an irresistible force moving the discussion towards agreement especially if the parties have already expressed a strong desire to reach an agreement. In such a situation, proposals will flow naturally almost as a summary of each party's position.

Use of time as a major tactic in negotiations. Logical movement through the early stages of negotiations may be unattractive to skilled negotiators, and may lead them to suggest a jump from base position to final position in one move. A simple innocuous question may be asked:

'We are both busy people and I am sure we could close this deal very quickly-- if you agree, of course?'

'Yes, that seems a good idea.'

'So, what is your bottom line?'

Revealing this position may make it difficult for your negotiating partner to trade movement once the base position has been revealed. There will then be little alternative to agreeing to the initiator's proposals—without breaking off negotiations altogether.

5b. Encouraging proposals

If you feel that the time is right for proposals to be made but are not sure whether this feeling is mutual, you can always ask! *Hand-holding skills* are valuable in negotiation, i.e. encouraging your negotiating partner to feel that you are trustworthy, and are not trying to lay a trap. Apart from giving the other side the opportunity to drive the negotiations, encouraging them to make leading proposals in an open atmosphere will help progress to be made.

Such a step needs to be accompanied with appropriate non-verbal signals-- warm smiles, gentle nods and a high level of attention (eye contact and slightly laid-back body position but facing your negotiating partner).

5c. The best formula

Phrasing proposals is quite crucial. The best formula is to present your subsequent proposals using a *conditional approach*. For example,

'If you give duty-free access to our cereals and vegetables, *then* we will reduce duties on portable computers in our country'.

When a "bridge" is needed between the discussion part of the negotiation and the concluding part, either party may introduce *trial proposals*. These will suggest tentative ways forward without necessarily burning your boats and risking earlier agreement by suggesting something which is not acceptable to your negotiating partner.

A typical example would be:

'I'll tell you what we might be able to arrange, *if perhaps* you could find a way of giving duty-free access to our cereals and vegetables, *then we might* be able to find a way of reducing duties on portable computers in our country'.

If this approach brings a constructive response, then it is likely to be followed swiftly by a formalised proposal.

5.d Defending Principles and Meeting Inhibitions

It is at this stage that you may find your bottom line under attack or in threat of being compromised. There could be a risk that, while such a condition might be agreed, your negotiating partner may reintroduce other objectionable elements in the negotiation itself, with the expectation that the constructive atmosphere might persuade negotiators to allow discussion on the issue.

This clearly should not be accepted and the team would have to make it clear that approaches to put inadmissible subjects on the agenda would jeopardise agreements on other issues.

6. SUMMARISING, CLOSING AND CONFIRMING

Skills we need to develop in closing off negotiations satisfactorily

- Summarising progress
- Resurrecting earlier issues for agreement
- Using concessions to improve the agreement
- Choosing appropriate persuasion strategies
- Linking issues in the agreement
- Listening for concessions
- Using appropriate closing techniques.

7 SUMMARISING

Summaries help to clarify proposals and the terms of the agreement. You cannot do too much of it. It is not possible to do too much summarising in a negotiation; the fact is that many people become confused during negotiations and, even though one party has a clear belief on what has been agreed, it often happens that your negotiating partner has a very different view of that same agreement! Both parties were at the same negotiating table and yet there is still confusion and little unanimity-- and this is very dangerous when the agreement is actually implemented.

Remember the one little word which provides the signal of a summary:- **So**, ... and try to use it:

- whenever the progress of the negotiation is stalled;
- when you are not sure what has been said or agreed
- when you feel that the time is ready to begin to close the meeting

7a Accuracy in summaries

When summaries are used in negotiations they can have an extraordinary effect! Firstly, a summary often seems to fix the points stated and agreed-even though both sides know that the discussion is not yet

finished. This can be very helpful when seeking to make speedy progress but it is important for the summary to be accurate.

If you include in your summary something which has not been agreed—even if you feel that you are taking artistic licence—there is a risk that the relationship between the two parties will be broken and trust breached.

Similarly, it is very important to listen to summaries given by your negotiating partner. There is always a risk that something you believe has been agreed is left out or changed in your negotiating partner's summary. If this should occur it is important that the party who spots the error speaks out straight away.

Otherwise the change may be accepted into the agreement by default, and could cause a major disruption towards the end of the meeting with a possible emotional effect on both parties. This might not affect the ultimate agreement but it might leave either or both parties with a bad taste in the mouth, and a knock-on effect on future negotiations.

7b Resurrection

A strategic summary, in addition to bringing the negotiation to a close, provides a last opportunity to raise any items on which no progress was made earlier. People who refuse to move earlier in a negotiation may be a little more flexible when the end of the negotiation is in sight. Also, the presentation of your case and the subtle temptation of concessions may encourage your negotiating partner to be more flexible on issues which were sticking points in the beginning.

7c. Linking

Linking one item with another is a further method of obtaining movement on difficult issues. Most negotiators see their agenda as consisting of a variety of separate issues or objectives-- indeed many commercial deals involve the sale and purchase of several products or items, each of which needs to have been negotiated. It would be quite normal for negotiators to achieve different deals on each item on the list but it is also likely that either side may resist giving way on one particular item. A way out of this is to link one issue with another.

Remember that *everything is negotiable* and you just need to persuade the other side to accept this to make progress with issues on which your negotiating partner has inhibitions!

7d. Using concessions

Concessions may provide a way of obtaining additional movement towards the end of the negotiation. Skilled negotiators know how to keep additional concessions up their sleeves for use in closing the negotiation. These will be most effective where the concessions are cheap for you to give, but very valuable to your negotiating partner.

8. CLOSING AND CONFIRMING

If negotiators have done their job well, the negotiation will close itself. The best resolution of the negotiation is when both parties have achieved what they set out to achieve (i.e. within the parameters of their objectives) and all that is left to do is to formalize the agreement.

This may not always happen so it is sometimes necessary for the negotiation to be nudged towards closure. The following checklist shows some common ways of achieving this:

- Calling a recess
- Imposing a deadline
- Threats to pull out or call time
- Asking for agreement
- The summary close.

Calling a recess

The forming of a decision about, and therefore a commitment to, the agreement which has been negotiated often requires a little time and space. Reluctance for your negotiating partner to agree to the deal may be overcome by planting the seeds of satisfaction in his or her mind and then allowing time for thought (with a view to allowing the seed to mature and flourish).

If you have covered the ground well and summarized the areas of agreement, a short recess at this stage should bring a positive decision.

Imposing a deadline

If there is any doubt about the result of the recess it might be prudent to lay down some rules about the time for which the current negotiation should conclude. Clearly this approach may be viewed as pressurising your negotiating partner—but is quite justifiable when the timing is fair.

Threats to pull out

If one party believes that the other party *needs* the agreement, then a bluff to pull out of the negotiation may work. However, such orchestrated tactics can easily rebound on the bluffer if the timing or style of the threat is tactless. You might easily find that you are allowed to go and not called back!

On the other hand, it has been known for creative answers to be found in situations where the time has run out on the negotiations. For example, when the self-imposed deadline in the financial services negotiations was reached, international negotiators agreed to stop the clock for three hours—just sufficient time for the final agreement to be concluded. When the negotiations were concluded, the agreement was back-dated to fit the original deadline of 12 December 1997. There were 34 new and revised submissions coming in during the final week, making it possible for the Committee on Trade in Financial Services to adopt 56 market-opening offers from 70 countries (counting the EU as 15). In all, 102 WTO Members had multilateral commitments in this sector.

Asking for agreement

A simple way of closing a deal is to ask for your negotiating partner's agreement! At first sight, this is such an obvious approach that it may be unclear why everyone doesn't use it all the time. For fear of being turned down, people avoid using this strategy.

Actually, a turn-down may not be the disaster it may seem. It may be possible to rescue the deal even at a later stage simply by asking 'why'? The answer may clarify your negotiating partner's objections giving you one last chance to bring the negotiations to a satisfactory conclusion.

The summary close

The closing point of the negotiations should be summarised. ***A cautionary note:*** We should not lose sight of the fact that your negotiating partner enjoys a free will to agree or not to agree! Even though you may have worked hard and concluded a good deal, your negotiating partner is still acting for his or her reasons not yours. This may be worth bearing in mind if you are feeling euphoric when you start to evaluate the deal!

Confirming

A negotiation may conclude with a full-hearted agreement, but there may still be risks that the implementation of the agreement could be faulty. The success of the negotiation lies in this process and it is probably hard—with the euphoria of a successful outcome—to turn our minds to what can go wrong.

However, things do go wrong, often for no sinister reason. The parties' recollection of what was agreed may be inadequate but if the performance of the agreement does not meet either sides' expectations, it would be quite understandable if underlying motives were questioned. Solutions to avoid these problems include:

- Taking and exchanging notes
- Getting the agreement in writing
- Checking that minutes and your negotiating partner's notes agree with your notes
- Paying meticulous attention to the small print and footnotes.

Taking and exchanging notes

Working notes of the negotiations will be an essential foundation for any subsequent agreement.

Getting it in writing

In addition to the notes, it is still important for a *formal record* of the agreement to be exchanged. A confirmation may take the form of a joint communiqué or treaty.

Checking that confirmations agree with your notes

Oftentimes, those who have the responsibility to prepare notes are tempted to misuse that power to rewrite them to suit their preferred position—subsequent to the negotiation. Even if this is not intended, subtle changes may take place to meet the political inhibitions of some of the parties present.

Where changes have been noted in this way, and where these changes affect the letter or spirit of the agreement, a loud complaint should be made officially. Any apathy here may be taken as acceptance of the new situation!

Paying meticulous attention to the small print

It is important to check all footnotes and expressions in small prints to ensure that there is a consistency with the text of the agreement.

Process of Negotiations

1. ***Making proposals:*** the first step in the negotiating process. The negotiating parties will table their first/initial proposals.
2. ***Counter-proposal:*** is the next process that the negotiating parties take. In this process, after considering the proposal by your negotiating partner, you either table your initial offers or give your own proposition to show that the proposal made by the other party is not acceptable to you. From this stage onwards, you may use the best formula and linkages to obtain concessions from your negotiating partner.
3. ***Putting options on the table:*** After responding to the initial proposals by counter-proposals, the negotiating parties use the best formula and linkages to obtain movement on difficult issues.
4. ***Considering Alternatives:*** At this stage of the process, the negotiating parties will reflect on all the alternative proposals put on the table and agree on the one that gives advantage to both parties.

Evaluating Strengths and Weaknesses

Consider the following checklist which may help you pin-point your own strengths and weaknesses:

Preparation

- Do I spend enough time preparing to negotiate?
- Have I discussed the case with other people in my institution?
- Have I researched my negotiating partner's case?
- Is there any additional information I may be able to collect from my negotiating partner's institution?
- Which outcome do I really want: Win/Win, Win/Lose or Lose/Lose?
- Have I prepared a negotiation plan/brief?
- What is on my objectives / shopping list?
- What are the parameters for each objective?
- Have I prioritised my objectives?
- What concessions can I give?
- Where will we meet?
- Have I analyzed relative power positions of the negotiating parties?
- When will be the best time to meet?

Know Yourself

- In what circumstances am I:
 - most comfortable?
 - least comfortable?
- How easy do I find it to:
 - take decisions?
 - persuade others?
 - be positive and persistent?
 - choose the most persuasive words?
 - think clearly under stress?
 - control myself?
- What motivates me?
- Am I a disciplined listener?
- Am I tempted by a win/lose opportunity if I will be the winner?

Opening the negotiations

- How good am I at putting others at ease?
- How good are my presentation skills?
- How able am I at probing others for information?
- Can I respond to others' probing without giving away anything of value?
- How well am I able to develop a collaborative atmosphere in negotiations?
- Have we established a common agenda and identified common ground?

The Negotiation

- How well can I balance talking and listening?
- How can I make the layout of the negotiations work for me?
- How good are my concentration and listening skills?
- When might a recess be useful?
- How can I make good use of interruptions?
- Who is in control of the negotiations?
- Have I identified the best time to make proposals?
- How good am I at introducing trial proposals?
- How can I formulate counter-proposals that go beyond my negotiating partner's proposals?
- Am I using 'If... then' and 'So?' successfully?
- When my negotiating partner blocks my proposals, am I able to unblock them again?
- How able am I in using closing skills:
 - hand-holding?
 - summarising?
 - using late concessions?
 - linking issues in the agreement?

Increasing negotiation skills

A negotiator can take a number of steps to increase his negotiating skills:

- Take every opportunity to negotiate
 - Talk about negotiation with experienced people both inside and outside your institution
 - Read about negotiation-- look at:
 - newspaper articles for recent cases
 - trade magazines for technical sources
 - books and articles
 - Review your deals carefully and thoroughly.
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