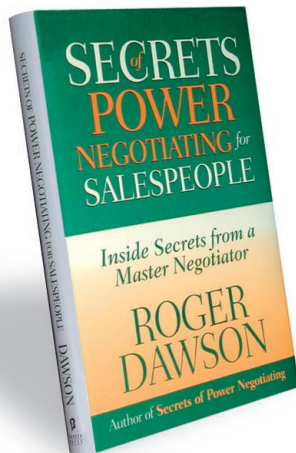




SOUNDVIEW Executive Book Summaries®



By Roger Dawson

CONTENTS

Three Trends: Challenges for Sales Negotiation

Page 2

Beginning Sales Negotiating Gambits

Page 2, 3

Middle Sales Negotiating Gambits

Page 4, 5

Ending Sales Negotiating Gambits

Page 5, 6

Find Out How Much a Buyer Will Pay: Four Techniques

Page 7

Know the Buyer's Personality

Page 8

Inside Secrets from a Master Negotiator

SECRETS OF POWER NEGOTIATING FOR SALESPEOPLE

THE SUMMARY IN BRIEF

Imagine that you had the tools to win every negotiation you are called upon to enter with buyers, while simultaneously making the person on the other side of the table feel like he or she won as well. What tools would be in your toolkit? What, in other words, would you need to know?

You likely would need to know a bit of psychology to determine, identify and engage in the dynamics of the negotiation. You would also need to analyze the personality of your buyer to understand how he or she will act and react, offer and counter. Most importantly, you would need a strategy to tie it all together, a collection of instructions to guide you through every conceivable negotiating tactic.

Look no further — your toolkit is in your hands. In *Secrets of Power Negotiating for Salespeople*, master negotiator Roger Dawson gives you the tools you need to foster a win-win negotiation every time you sit down to the table. Among others, he provides the following tools:

- ✓ A detailed set of rules to guide you through the beginning of a negotiation, when your preparation and initial demands set the tone for everything that comes after.

- ✓ Six negotiating gambits to use and watch for in the middle of a negotiation, when you need to maintain momentum to keep the ball rolling in your direction.

- ✓ A set of closing gambits that help you seal the deal, get the buyer's final commitment on the terms you set, while also giving the buyer the impression that he or she has won.

- ✓ A strategy to downplay the importance of money in a negotiation by increasing the buyer's awareness of the value of your offers.

- ✓ A set of techniques to help you determine your buyer's negotiating range, in order to maximize your effectiveness in the bargaining process.

- ✓ Tips to help you recognize and understand what buyers are doing when they try to intimidate you.

- ✓ A unique, personality-driven approach to moving buyers from a firm position, in an effort to find a mutually beneficial solution.

Your toolkit is ready; turn the page and see what's inside.



SECRETS OF POWER NEGOTIATING FOR SALESPeOPLE

by Roger Dawson

— THE COMPLETE SUMMARY

Three Trends: Challenges for Sales Negotiation

Only the best and brightest salespeople will be equipped to grow and prosper in the next millennium, in the face of constant shifts in the vocation (indeed, the life) of sales. Roger Dawson sees three major trends coming to fruition:

1. Buyers are becoming better negotiators.

Customers seem intent on improving their bottom lines by taking away from yours. This is a trend that is certain to continue in the foreseeable future. Customers have three ways to improve profits:

- To sell more by either going head-to-head with a competitor (to improve their market share by taking a portion of someone else's), or creating a new market share through product innovation (a risky and expensive proposition).
- To reduce operating expenses via employee attrition or upgrading to more efficient (and expensive) equipment.
- To do a better job negotiating with their suppliers. This is the easiest way to improve profits, and the one that affects you the most.

With an increased focus on negotiation in most companies, the buyers with whom you deal most often are better educated and more savvy than the buyers of 10 or 20 years ago. They know that doing a better job of negotiating with you directly affects their bottom line.

2. Buyers are better informed than ever. Buyers used to need salespeople because they brought to the table a wealth of valuable information the buyer could not get elsewhere. That knowledge was power — power the salesperson could use to his or her advantage at any point in the negotiation or sale. Thanks to point-of-sale data collection, demographic analysis and the Internet, buyers have all that information more literally at their fingertips, and the power that accompanies that information is theirs to wield, not the salesperson's.

3. Salespeople are facing a role reversal. The once highly defined role of the salesperson has now blurred to include a host of other tasks, including becoming buyers for retailers, specialty stores, supermarkets and the like — an intriguing role reversal. To meet this challenge, salespeople must be more intelligent, versa-

tile, and better trained than ever. And, most of all, they must become better negotiators. ■

Beginning Sales Negotiating Gambits

Beginning gambits are critical in your negotiations, because every advance you make will stem from your early preparation and the demands you make in the initial stages of the negotiation. Your beginning gambits must reflect a careful evaluation of the buyer, your market, the buyer's organization and other crucial conditions. These early moves can win or lose the negotiation for you.

In beginning sales negotiating gambits, several key rules apply.

Rule 1: Ask for more than you expect to get.

Henry Kissinger once said "Effectiveness at the conference table depends upon overstating one's demands." In other words, why begin a negotiation with your target result, when, in the normal give-and-take of bargaining, you know you will have to make some concessions that move you further away from that ideal point? By making a high (even extreme) initial proposal, you both give yourself some negotiating room (you can always go down, but never back up) and set the stage for advancing your Maximum Plausible Position (MPP) — the most that you can ask for and still have the buyer see some plausibility in your position.

(continued on page 3)

The author: Roger Dawson, one of America's top experts on negotiating, is the founder of the Power Negotiating Institute. For nearly 20 years, he has trained executives, managers and salespeople throughout the United States, Canada and Australia. He is also the author of *Secrets of Power Negotiating* (Soundview Summary #17-17) and *The Confident Decision Maker*.

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Beginning Sales Negotiating Gambits

(continued from page 2)

Going in high also raises the perceived value of your product or service, negates the deadlocks typically caused by conflicting egos, and creates a climate where the other side can also win. High initial demands provide plenty of “wiggle room,” allowing negotiators to work their way toward the middle ground, to find a solution with which both sides can live.

Rule 2: Bracket effectively.

Your initial proposal should always be an equal distance on the other side of your objective as their proposal. If, for example, a buyer is offering \$1.60 for your product, and you know you can live with \$1.70, bracketing tells you that you should start negotiations at \$1.80. Your proposal should be structured so that if you and your opponent end up splitting the difference, you still get what you want.

The trick is to get the buyer to state his or her position first; you cannot bracket effectively if you make the first offer. Once the offer is on the table, you can bracket the negotiation with your counteroffer, then continue bracketing until you have zeroed in on your objective.

Rule 3: Never say “Yes” the first time.

Saying “Yes” to the first offer or counteroffer from an opponent automatically raises two regrets:

- “I could have done better.” This reaction has little to do with price, and everything to do with the reaction of the other person. When you ask for more than you expect to get and carefully bracket your offer to attain your objective, you naturally expect a counteroffer; when this does not materialize, you doubt the worth and veracity of your offer.
- “Something must be wrong.” When your opponent accepts an offer you did not think he or she would, the mental picture you have formed of how he or she would respond is shattered, catching you off guard. This is a big danger in negotiation, particularly if you have invested a lot of time in coming up with a proposal. Regardless of how difficult it may seem, turning down a first offer is a crucial step in Power Sales Negotiation.

Rule 4: Flinch.

Body language is a critical part of negotiations. Thus, you should always flinch in surprise in reaction to a proposal from a buyer. They may not expect to get what they’re asking for; if you don’t show surprise, however, you communicate to them that their most extreme offer is a possibility, and it makes them tougher negotiators. It is important to remember that concessions often fol-

low a flinch.

Seventy percent of the people with whom you will deal in a negotiation are visual, and will react when they see a flinch. Do not dismiss flinching as theatrical or childish until you have had an opportunity to see how effective it can be.

Rule 5: Play the Reluctant Seller.

Power Sales Negotiators should always play the Reluctant Seller when they’re selling to squeeze the negotiating range before the negotiation even starts. Showing reluctance usually feeds the desire of the opponent to strike a deal, so much so that he or she may give away his or her bargaining range immediately.

On the other hand, you must also be wary of the Reluctant Buyer, whose aim is to get you to divulge your lowest price. You must be wary of these individuals and learn to play the negotiation game better than they do.

Rule 6: Concentrate on issues.

Sometimes, intense negotiations can result in flashes of anger or upset on either or both sides. When this happens, maintain your cool. Never focus on personalities in the negotiation; focus instead on the issues at hand.

“Never focus on personalities in the negotiation.”

Imagine a top arms negotiator walking out on a treaty negotiation with Russia and telling the President, “Those guys are so unfair; I got upset, so I just walked out.”

Staying calm and concentrating on the issues of the negotiation allows you to fend off distractions brought on by the actions of the other negotiator. To do so, keep a running tab of your progress in a negotiation — compare where you are presently to where you were an hour ago, a week ago or a month ago. These are the only things that matter.

Rule 7: Use the Vise gambit.

The Vise gambit is a measured response to an offer or counteroffer, one that tells your opponent “You’ll have to do better than that.” Of course, the next tactic after making this statement is to simply shut up — say nothing and let your opponent do the talking, make the next move or alter his or her position.

When using this gambit, concentrate on the dollar amount being negotiated; a negotiated dollar is a bottom-line dollar. Don’t be distracted by the gross amount of the sale or by percentages. Be aware of what your time is worth, and what the sale will mean in terms of your bottom line. ■

Middle Sales Negotiating Gambits

Middle gambits feed off your early work and keep momentum going in your direction. You'll be able to respond to the pressures that pull you and your opponent apart, and to use those pressures to master the negotiating game.

Appeal to a Higher Authority

A very popular negotiating tactic on both sides of the table is the Higher Authority gambit, in which one person claims he or she must appeal to a higher authority before making a final decision. This tactic is as powerful as it is popular; it shifts pressure off your shoulders without forcing a confrontation. The Higher Authority appeal sets aside the pressure of making a decision, but it also might cause some frustration, as your opponent may surmise from your appeal that in speaking with you, he or she is not speaking with the decision-maker.

The gambit is a ruse; you might have the power to make a decision, but you do not allow your opponent to know that. Your Higher Authority should be vague — a “board” or “committee,” rather than an actual title (the other person can always demand to meet your authority figure if he or she knows a title). If the gambit is played on you by buyers, attempt to get them to admit they have decision-making authority by countering their gambit with one of your own:

- **appeal to their ego;**
- **get their commitment that they'll recommend you to their Higher Authority;**
- **get them to commit to a decision, subject to some other consideration or time period.**

Note the Declining Value of Services

When you make a concession, ask for a reciprocal concession immediately; the value of your concession will drop very quickly, in accordance with the Declining Value of Services principle. This principle states that, although the value of any given material object you buy may go up in value over time, the value of services (like a concession) will decline rapidly after those services are performed. Never trust the other side to “make it up to you later.” Negotiate concessions or counteroffers immediately.

Never Offer to Split the Difference

In this country, we have a tremendous sense of fair play, which indicates that if both sides give equally, the eventual outcome is fair. What is rarely considered is that these so-called “equal” concessions do not often reflect the opening negotiating positions of the opponents. For example, if a seller over-values the worth of a property and an under-informed buyer negotiates from the seller's

Avoid Confrontation

Never argue with a buyer who disputes what you say; argument forces a confrontation, which could have one of several negative reactions:

- **The buyer might have a personal stake in proving you wrong and him/herself right**
- **Your argument will make him/her doubt your objectivity**
- **The more you argue, the more you'll force him/her to defend his/her position**

Use a counter gambit to give yourself more time to think, regain composure, and to turn any hostility around to your advantage in the negotiation.

bracketing strategy, the results will rarely be equitable for the buyer, regardless of whether the two meet in an acceptable “middle ground” in their negotiation.

In a negotiation in which a middle ground is apparent and close, never offer to “split the difference” yourself; you should, however, encourage your opponent to do so. Stress both the time you have spent on the negotiation (preparation time, time spent at the bargaining table, and so forth) and the small amount of money that separates you from the other person. If he or she offers to split the difference, use that as the starting point for further negotiation, re-bracketing your negotiating range each time. Splitting the difference doesn't mean splitting down the middle, because it can be done multiple times.

By getting the other person to offer a split, you put him or her in the position to suggest a compromise, which you can then use to your benefit and either push for more concessions or agree to the proposal, however reluctantly. This makes your opponent feel victorious, even though you have actually subtly controlled the negotiation yourself.

Mind the “Hot Potato”

When buyers want to give you their problem and make it yours, it's like tossing you a hot potato at a barbecue. For example, if a buyer says, “I need that delivery tomorrow, or the line will come to a screeching halt,” he is taking a problem that is his and trying to make it yours.

When the other party tries to toss you a hot potato, test the problem for validity immediately — is this the deal killer your opponent says it is, or is he or she trying to test you for your reaction? For example, if the buyer has a procedural problem, there is very likely someone in his or her organization who can override the procedure and let the deal progress. If the buyer is simply trying to get

(continued on page 5)

Middle Sales Negotiating Gambits

(continued from page 4)

you to lower your price, recognize this and find a way to resolve the issue without giving him or her a better deal.

Watch Your Trade-offs

Just as you did when considering the Declining Value of Services principle, the Trading Off gambit requires you to immediately ask for something in return when a buyer asks for a concession in a negotiation. When you do this, one or all of three things will happen:

1. **You just might get a significant concession.**
2. **You elevate the value of your concession by demanding something in return.**
3. **It stops them from constantly coming back for more or “grinding away” in the negotiation.**

An important point to remember is to refrain from asking for something specific in return — it usually forces a confrontation. Let the other party make the concession offer, then negotiate from that point forward, toward the concession you really want. ■

Ending Sales Negotiating Gambits

Ending gambits prepare you to get the buyer’s final commitment in a negotiation. These strategies allow you to close the sale by getting what you want, while the buyer also feels victorious. As in horse racing, there’s only one point that counts — the finish line.

Good Guy/Bad Guy

One of the best-known negotiating ploys is the Good Guy/Bad Guy gambit. Variations of the tactic have appeared in everything from Charles Dickens’ *Great Expectations* to just about any television police drama you can name. One negotiator on the other side will hold firm to his or her offer, get emotional, and leave the table, where his or her partner, a much more friendly, amenable sort, will “buddy up” with you in an effort to entice you to make a concession in response to his or her pleasant demeanor.

Buyers use this gambit much more than you might believe; be on the lookout for it when you’re dealing with two or more people. Good Guy/Bad Guy is usually diffused when it is identified; buyers are so embarrassed to be caught using it, they will typically back off immediately.

Nibbling

The Nibbling principle dictates that you can accomplish things more easily with a “nibble” later in the negotiations, suggesting an additional concession after a

decision is made. Nibbling enables you to sweeten the deal you have made with buyers and to get them to agree to something they would not have agreed to earlier. A terrific example of nibbling is the optional automobile warranty, which sellers only detail after the buyer makes the decision to buy the car; the seller “nibbles” in the closing room, getting the buyer to purchase additional coverage and spend more than he or she might have otherwise done.

Don’t ask for every concession up front; get the buyer to commit to a deal, then “nibble” for a little extra. Determine, first, which elements are better off bringing up only as a “nibble” — concessions to which they would not agree the first time around but that you might successfully negotiate by “nibbling.” You also must be vigilant, recognizing that your opponent may “nibble” on you at the last moment. Try to counter this by tying up all loose ends and details, and by using gambits that make the other party feel as though they won.

Pattern of Concessions

The way you make concessions is very important, because it can create a pattern of expectations in the buyer’s mind. There are four errors to avoid when making concessions:

- **Equal-sized concessions.** Buyers will keep pushing you if you concede an equal amount every time they push. If, for example, you lower your price \$250 the first time the buyers push, and \$250 the second time they push, don’t you think they would expect another \$250 concession if they pushed you again?

- **Making the final concession a big one.** When you make a big concession in the middle of the negotiation to reach your lowest possible concession, you create an expectation of further large compromises. For example, if your first concession is \$600, and your second \$400, buyers may expect at least one more similar concession, perhaps of \$100. If you do not concede (having reached your lowest possible figure), you may create an atmosphere of hostility that could kill the negotiation.

- **Giving it all away up front.** Some buyers may try to entice you to reveal your entire negotiating range up front by asking for a “last and final bid,” or by telling you “We don’t like to negotiate.” This is a trap — the buyer is indeed negotiating with you; he or she is simply trying to get you to make all concessions before the negotiation even begins.

- **Testing the waters with a small initial concession.** If you make a small opening concession and it is rejected, the temptation may exist to increase the increment of money relinquished with each concession. A smarter

(continued on page 6)

Ending Sales Negotiating Gambits

(continued from page 5)

approach would be to begin the negotiation with a modest concession, then decrease the increment with each concession, thus creating a decreased expectation with each compromise.

Withdrawing an Offer

When a buyer continuously grinds away at you for a

Things More Important Than Money

Two decades of training salespeople has convinced Roger Dawson that price weighs heavier on the minds of salespeople than it does on their customers. In fact, customers who ask you to cut your price are secretly wishing they could pay more for your product or service. To get them to do this, however, you need to accomplish two things:

- You must give customers a reason for spending more.
- You must convince customers that they cannot find a better deal than the one you are offering.

The second point is one of the central issues at work in Power Sales Negotiating, because the feeling of getting a great deal is more important than the dollar amount spent in the deal.

There are many other things that are probably more important to buyers than price. Among them:

— **The quality of the product or service.** If it were true that buyers only bought based on the lowest price, 90 percent of vendors would be out of business. When buyers admit that they see your product as a commodity only, you must recognize the tactic as a negotiating ploy and kick in your Power Sales Negotiating techniques from there.

— **The terms you offer.** Recognize that companies make more money on the financing of their product than they do on the products themselves (bought a car lately?). Pay attention to the full range of terms you negotiate; your buyers will definitely be doing the same.

— **Credit.** Extending a line of credit with your company can help a customer through a lean time, or through the bottom levels of a cyclical cash flow cycle. This offer may be more important to them than price.

— **Flexibility.** If you are willing and able to tailor a product or service to the needs of a customer, that customer may be willing to pay a little extra for that product or service. Flexibility is key; if you can bend to meet your client's needs, the client is more likely to overlook a price differential between you and your closest competitor.

lower price, you can sway the negotiation to your advantage by calling the buyer's bluff and withdrawing your offer from the table, either by backing off your previous price concession, or removing extended terms (training, installation, etc.) from consideration. This tactic is a gamble, to be used only in extreme cases, and only in combination with another gambit — the Higher Authority ploy, perhaps, or the Good Guy/Bad Guy gambit. Withdrawing an offer on your own authority creates a confrontational atmosphere when you want to appear to be on the buyer's side.

Position for Easy Acceptance

The best negotiation results occur when you win the concessions you want and need, and the buyer walks away feeling as though he or she won also. In order to affect this ideal situation, it may be necessary for you to make one small, last minute concession that allows the buyer to feel good about giving in to you. In these cases, the size of the concession is not as important as the timing of it; indeed, the concession can be small and still do the trick. Some positioning concessions may include the following:

1. **A free training class for the buyer's operational staff.**
2. **A hold on the price for 90 days, in case they want to duplicate the order.**
3. **A three-year extended services warranty for the price of a two-year warranty.**

The point to remember is that the concession, regardless of how token, allows the buyer to walk away happy with pride intact.

Writing the Contract

Regardless of how long or detailed your verbal negotiation with a buyer, there will always be details that are overlooked until the actual written contract is created. Chances are, the person writing the agreement will think of at least a half-dozen things that did not come up during the verbal negotiation; that person can then write the clarification of these points to his or her advantage, leaving the other side to negotiate the changes before signing.

This very fact should give you the impetus to position yourself to write the contract, from the most brief counterproposals to the final long agreement. Writing the agreement gives each party one last chance to reach true accord; up to that point, each side might have interpreted the agreement differently. The written contract is the final, official interpretation of the agreement. The side that writes it thus has the advantage of having his or her interpretation stand. ■

Find Out How Much a Buyer Will Pay: Four Techniques

The negotiating range of your buyers runs from the wish price (what they hope you will sell your product for) all the way up to the walk-away price (the highest price they are willing to pay). As a Power Sales Negotiator, your duty is to uncover their walk-away price, using one or more of a number of tactics, including the following:

- **Raise their top offer by hypothesizing what your Higher Authority might be willing to do.** If they are currently buying a similar product at \$1.50 per unit and you are asking \$2.00 per unit, you can make a comment along the lines of “If I could get my boss down to \$1.75, would that work for you?” You do not necessarily have to sell your product for \$1.75; getting the customer to acknowledge that \$1.75 might be acceptable raises their negotiating range, so that you are now only 25 cents apart, not 50 cents.

- **Determine their quality standards by offering a stripped-down version of your product.** You can use their concerns about quality as a means to prove that price is not their sole concern. For example, use the line “I can get down to \$1.50 if you don’t care about this feature. Would that work for you?”

- **Establish the most they can afford by offering a higher quality version.** Offer to add new features

“As a Power Sales Negotiator, your duty is to uncover [the buyers’] walk-away price.”

for a modest price increase. If the buyers show interest, you’ll know they could pay more; if they stick to the original offer, you’ll know that fitting the

product into their price bracket is critical.

- **Remove yourself as a possible vendor.** It is a gamble, but offering to back away from the sale can disarm buyers enough to cause them to reveal some information they would not necessarily share if you were still in the game. For example, you might say “We’d love to do business with you, but this deal is just not for us. Let’s get together on something else later.” A little later, you can ask “Just between you and me, what do you realistically want to pay for this?” If they tell you, you may yet be able to get back in the running with a better, more informed deal. ■

Personal Power

When you are face-to-face with a buyer, you automatically get a feel for how much power you have over that person. Perhaps you get a mild burst of confidence that you can close the deal, that it just might be your lucky day. Sometimes, the power is overwhelming; you’re certain that you possess all of the power in the sale. Sometimes, you feel confident but you don’t know why.

This personal power can be demystified by understanding where the power comes from; it can also be used as a tool that enables you to understand what buyers are doing when they seem to intimidate you. Take note of the power you and your buyer may exert at the negotiating table:

- **Legitimate Power** — the power of your title or position in the marketplace. Legitimate Power goes to anyone who has a title, because titles influence people. If you have a title, use it on your business card, nameplate and letterhead; at the same time, do not feel intimidated by another person’s title — some of those titles mean nothing.

- **Reward Power** — the power that lets the buyer feel you can reward him or her, now and in the future. When you perceive someone as being able to reward you, you have ceded power to that person and given him or her the ability to intimidate you. Some buyers may try to use Reward Power on you when they ask for a concession, then just happen to mention they have a big job coming online next week, for which you may be in the running. Recognize this power and understand what they are trying to do to you. Then watch as their influence diminishes as your confidence increases.

- **Reverent Power** — the ability to project a consistent set of values, thereby building trust. When you vacillate on a set of issues, your buyer loses confidence in you. Be certain you do not set up standards, only to break them when you cannot live up to them.

- **Charismatic Power** — the power of the personality. Your objective should be to have the buyer like you so much that he is willing to make concessions to you, but not to like the buyer so much that you find yourself making concessions to him.

- **Expertise Power** — the buyer’s belief that you know more about the product than he or she does. When you project that you have more expertise than the buyer in a certain area, you gain power. You can also combat this gambit by recognizing it and finding a way to diffuse it, by referring to another expert or by quickly becoming one yourself.

- **Information Power** — the buyer’s vision of you as a storehouse of information. Sharing information forms a bond; withholding information intimidates. Recognize when information is being withheld as a negotiating gambit — you’ll shift the power from the buyer to yourself.

Know the Buyer's Personality

Power Sales Negotiators, recognizing when a buyer has taken a firm position, can get the buyer off that position so that they both can focus on their mutual interests. The key to doing this is to become familiar with the personality styles of your buyers, and how those styles cause buyers to approach situations differently.

In order to correctly identify the various personalities of your buyers, you should first discern the two dimensions of their personalities: their level of assertiveness (how quickly do they want to make decisions, to get the deal done or to demand a concession?), and their level of emotion (how creative are they? How caring or warm?). When you combine assertiveness and emotional dimensions, you come up with four different personality styles:

- **Pragmatic (assertive-unemotional).** Buyers who fall into this category usually negotiate like a street fighter whose sole goal in the negotiation is to win. They tend to frighten people, to waver on the edge of hostility, threatening (however implicitly) that things will be very uncomfortable if they do not get their way. While the pragmatic buyers' domineering style of negotiating is cause for some discomfort, they also tend to dig into a certain position, unwilling to budge even when it is to their benefit to yield.

Don't waste time with small talk when dealing with a pragmatic buyer. Don't overload the buyer with information or give an over-enthusiastic presentation; you will come off as phony. Be quick, factual and expectant of a quick decision.

- **Extrovert (assertive-emotional).** Extroverted buyers are friendly, open, quick decision-makers whose prime goal is to influence and inspire other people. They tend not to be sensitive enough in a negotiation to keep up with what's really going on, but they also are not afraid to say no to you.

Extroverts respond well to enthusiastic explanations of the situation; if they're excited, they will go out of their way to get others excited about it also. Talk about their interests and be prepared to receive a quick decision, based on their level of excitement about the project.

- **Amiable (unassertive-emotional).** Amiable buyers will set up barriers to keep a safe distance between them and that which makes them uncomfortable, including assertive decisions. They prefer managing in a large corporate situation where they can be protected by the format of the organizations. Their goal is agreement; everything else will fall into place if

Win-Win Sales Negotiation

Instead of trying to dominate buyers and trick them into doing things they wouldn't normally do, you should work with them to develop a solution that benefits both of you. Observe the following four rules to create and maintain a win-win negotiating atmosphere:

1. **Don't narrow the negotiation down to just one issue.**
2. **Understand that people are not out for the same thing — that your goals and your buyer's are distinct.**
3. **Don't be too greedy.**
4. **Put something back on the table. The little extras you give that they didn't negotiate for mean everything. ■**

everyone involved in the decision agrees. Indeed, their guiding philosophy is, "If we like each other well enough, we'll all agree." Their soft negotiating style leads them to be too easily swayed, even to the point of accepting losses in the hope that the other side will reciprocate with concessions of their own.

When you negotiate with an amiable buyer, proceed slowly, gradually building a level of trust. Take care not to offend them, or to use high-pressure tactics with the purpose of goading them into a decision. Give them time to consider all the angles and be comfortable with the decision.

- **Analytical (unassertive-unemotional).** Analytical buyers feel they can manage any situation by providing massive amounts of information. They appreciate and demand accuracy, are flawless time managers, and will likely do anything to make sure there is order in the negotiation. Procedures, in their minds, will produce a solution. They ignore relationships in negotiations, detaching themselves from the personalities involved, preferring to act strictly on facts. They are rigid, sometimes to the point of inflexibility.

Be as accurate as possible when dealing with analytical buyers. Provide facts, figures, charts and other graphic representations of the information you are providing. Indeed, be prepared to give every little detail about your product and operation, and to answer a lot of questions. Try to build rapport by engaging them in a conversation about their interests, which probably include some technical background and/or hobbies. ■