



NEGOCJACJE BIZNESOWE

MAJ 2019

GOALS



A **HAVE TO HAVE** is an essential aspect or outcome for one of the parties in the negotiation. Generally, there are only one or two in each negotiation. However, they are a must! You must achieve these items in order for your negotiation to be successful.

INTEND refers to something that is less essential, but still important in the negotiation.

You might be prepared to be flexible with respect to these items. You only have a few of them, i.e. perhaps two to five.

A **TRADABLE** item is something you put in your proposal which you believe your partner would like to have. You are prepared to exchange this item for something which you would like to obtain.

Before you begin the negotiations with your partner, it is very important to determine these issues and decide which category they belong to from your point of view. These issues should be clear to all members of your negotiating team. The clearer you are about your goals and needs and those of the opposite party, the more effective you can be as a negotiator. As a result, you are more likely to obtain the result you want.

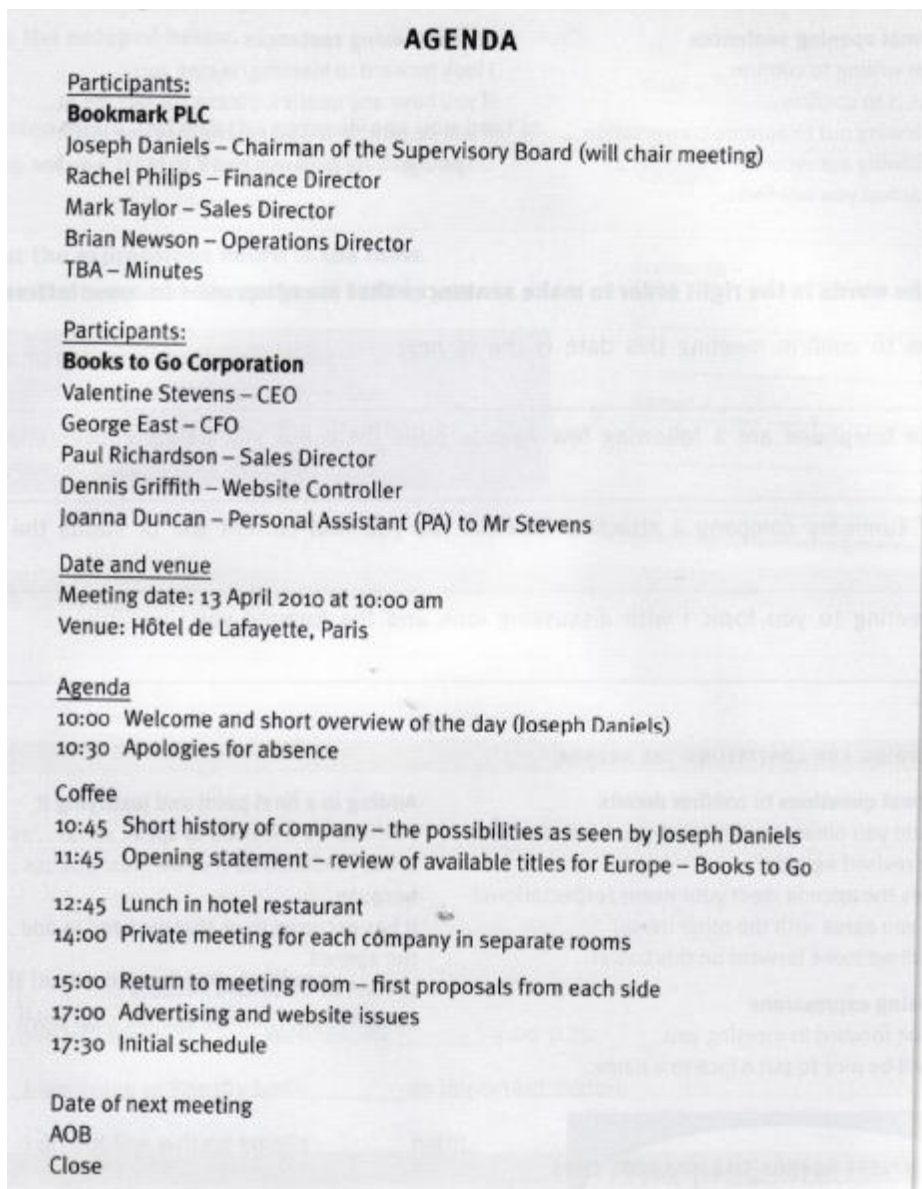
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COVER LETTER or EMAIL

Format opening sentences	Format closing sentences
<ul style="list-style-type: none">• I am writing to confirm...• This is to confirm...• Following our telephone conversation...• Following our recent discussions ...• Attached you will find...	<ul style="list-style-type: none">✓ I look forward to meeting/seeing you ...✓ If you have any queries. please contact me at✓ It will be nice to see you at the meeting in/on

AGENDA



AMENDING & CONFIRMING AGENDA

Formal questions to confirm details

- ✓ Could you please confirm that you have received the revised agenda?
- ✓ Does the agenda meet your needs/expectations?
- ✓ Do you agree with the other items?
- ✓ Shall we move forward on this basis?

Closing expressions

- I look forward to meeting you.
- It will be nice to put a face to a name.

Adding in a final point and justifying it

- ❖ I believe we will need to speak about... as well.
- ❖ ... has reminded us that we must discuss... because ...
- ❖ It has occurred to us that we need to add... to the agenda.
- ❖ ... must be discussed because...
- ❖ Could we put... on the agenda after point... ?

PROPOSAL VS. COUNTERPROPOSAL

A **proposal** is an offer made by one party to the other. Proposals can be made in written and/or verbal form. They provide the basis for the negotiation and a possible settlement, i.e. the deal. A successful proposal is one that results in an agreement.

A **counterproposal** offers an alternative proposal that may suit both parties. This

can happen when one party refuses or does not agree with the original proposal.



PRESENTING PROPOSALS AND COUNTERPROPOSALS

- ❖ I/We propose
- ❖ I/We suggest...
- ❖ How about... ?
- ❖ Would it be possible... ?
- ❖ How do you feel about... ?
- ❖ Would/Could you consider... ?
- ❖ Would/Could you accept... ?

ASKING FOR & CLARIFYING INFORMATION

- ✓ ...is correct, isn't it?
- ✓ Can you tell me how...?
- ✓ Is it alright with you if...?
- ✓ Would it be possible... ?
- ✓ It seems... What is your opinion?

Responding to proposals

- There are several options...
- That would depend on...
- Now that you mention it,...
- Considering this, I/we would...
- It sounds like an alternative option/possibility...

Suggesting solutions

- ✚ I /We could imagine...
- ✚ I/We think we should ...
- ✚ I was/We were thinking that...
- ✚ It would be helpful/an option ...
- ✚ It might be possible to/a possibility...
- ✚ From my/ our experience, the best way...
- ✚ Do you think we can/could... ?
- ✚ Could the problem be solved by... ?

DISAGREEMENT

Polite	Less polite	Expressions to slow conversation down ₅
<ul style="list-style-type: none"> ✓ I would prefer ✓ That is not how we see it. ✓ Could you clarify that, please? ✓ Could you explain that more fully please? ✓ I'm afraid we couldn't agree to that 	<ul style="list-style-type: none"> - You are wrong. - That is totally unacceptable - No, that is out of the question. - No, I'm not interested. - I think you should explain. - I don't see the point. - Our experts say that... 	<ul style="list-style-type: none"> ✓ Let me just make sure I understand what you are saying ✓ Let's go back and review the situation. ✓ Why is that important to you? <ul style="list-style-type: none"> ✓ How can we deal with/solve this problem? ✓ Where does your Information come from

TO CALM & RESOLVE

Expressing agreement

- I know exactly what you mean.
- I believe that is correct.
- That seems reasonable.
- If I were in your position. I would also ...

Asking for or encouraging agreement with views

Do you agree with our position on... ?

Do you feel you can accept... ?

I hope you can see our point of view.

Let me explain our position!

Expressing agreement

I know exactly what you mean.

I believe that is correct.

That seems reasonable.

If I were in your position. I would also ...



- ~~demand~~
- ~~negotiate under duress~~
- ~~issue an ultimatum~~
- ~~be in a position of strength~~

Dealing with deadlock - Negotiation tactics

A good negotiator's aim is to reach a **win-win situation** and a **deal**. However, in business it is not always possible to take the direct route. Often you may find that you need to address minor problems first in order to avoid **stalemate**.

Here are some useful tips:

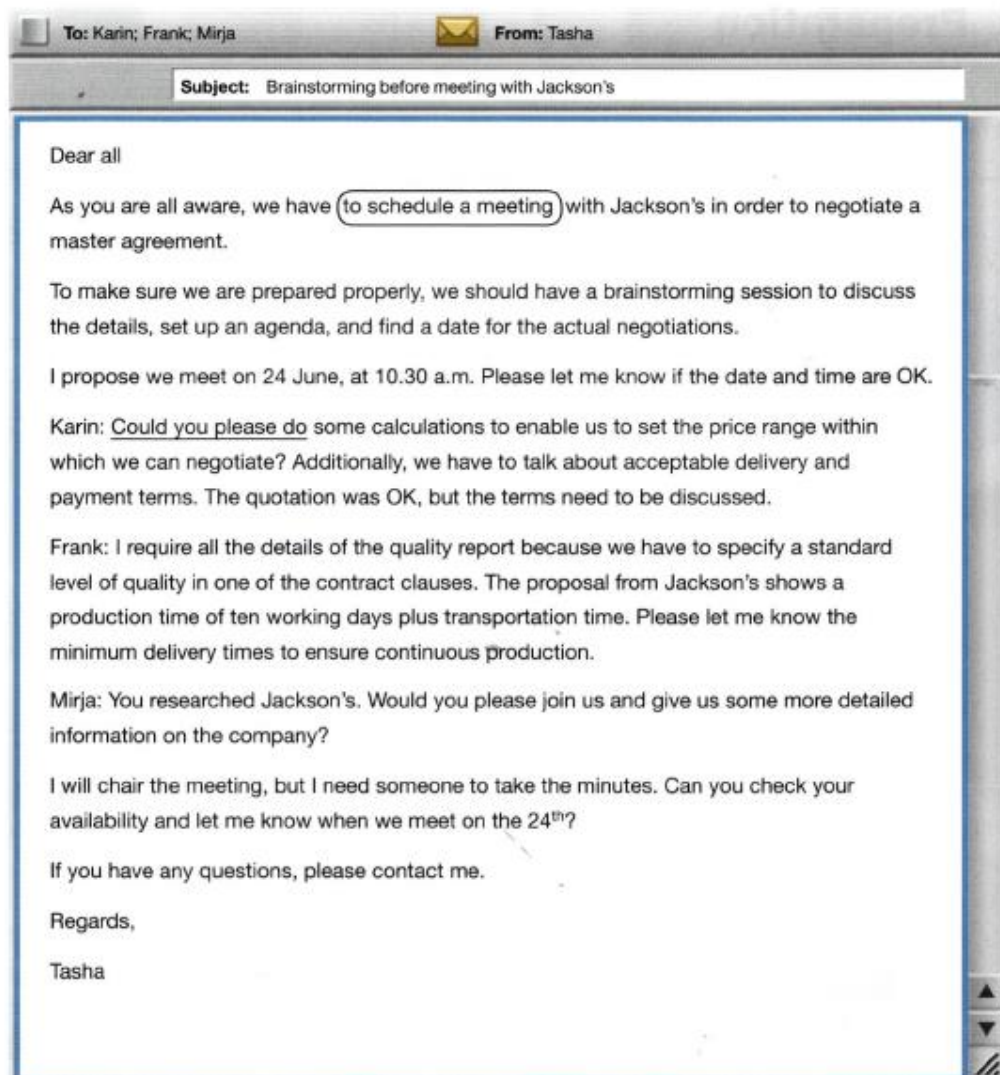
- ❖ Listen to the other party's explanations actively and respectfully.
- ❖ Avoid unnecessary **confrontation**. Don't get into **arguments**.
- ❖ Hold back on your reactions and stay focused. Ignore **attacks**.
- ❖ Deal with the **impasse** together. Accept criticism, but rephrase it in a less confrontational style. Try to see the reasons behind the **standstill** and look for **solutions**.
- ❖ Avoid **escalation**. Show the other party that they can only win if you win, too.
- ❖ Build a **'golden' bridge** between your positions. The other team should also be winners

Sources: *Oxford Business English*

Original texts

Theory into Practice

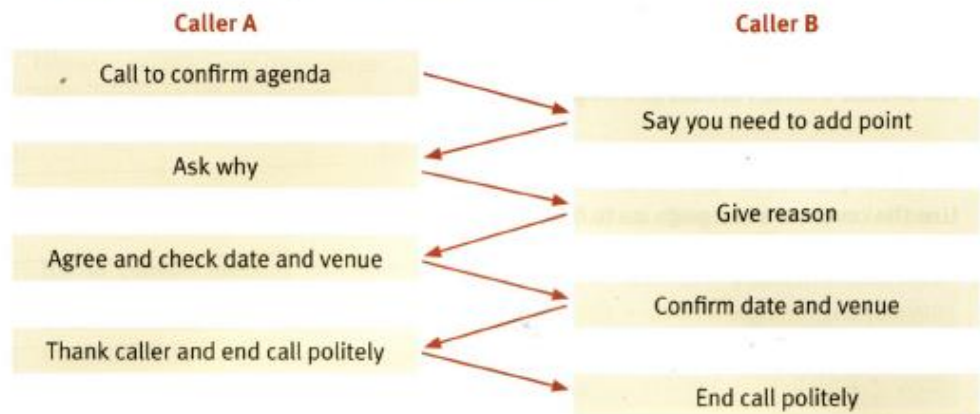
I. READ THE EMAIL



Underline the phrases that are used for asking for information

Circle the phrases that used for scheduling a meeting

II. ARRANGE AN APPOINTMENT WITH A PARTNER TO DISCUSS BUSINESS.
 PLAN THE CALL BY FOLLOWING THE FLOW DIAGRAM. REMEMBER ABOUT
 ADDING SOME SMALL TALK!



III. WHAT IS THE CORRECT PREPOSITION?

- 1 We will meet _____ Wednesday _____ 5.00 p.m.
- 2 I am going to see my boss _____ an important matter.
- 3 I do not like writing emails _____ night.
 In general I prefer working _____ the morning.
- 4 Where shall we go _____ lunchtime
 _____ Monday?
- 5 If you cannot be _____ time, please give
 me a call.
- 6 The meeting will be held _____ our
 headquarters _____ my office _____
 Tuesday afternoon.



Notes	
- 15 days for production until dispatch	- 10 production days until dispatch???
	- Not possible because of set-up time, checks!!!!
	- Alternatives?
- 4 working days' shipping time	- Not a lot we can do!
- 3 shifts instead of 2?	- Possible, but what about the price?
	- Too expensive, no doubt!
- Part-shipment every 7 days	- Transport costs? Shall we check?
- Storage capacity	- How much can we store?
- 3 containers ...	- Should (Can we) cut transport time and save money?
	- Can the material be stored safely for longer periods?
	- Production would run more smoothly.
	- Allows forward planning.

Hi there

Before we go back to the meeting, please take a look at the notes I've written up so far!

I feel that the meeting is going rather well. What do you think? Everybody seems to be comfortable and we have already agreed on one major point. We got what we wanted. What more can you ask?

Unfortunately, there is some disagreement on the delivery and we should look at the alternatives before we decide if we can work something out that will suit both sides.

- 1 In my opinion, there is _____¹ we can do about _____².
Production time remains at _____³ unless we ask them to work
_____⁴. If we do that, then we'll have to consider the price increase. Shift
allowances are expensive.
- 2 Are part-shipments really an option for us? If they are, then would _____⁵ be
a problem?
- 3 Delivery of _____⁶ is certainly my favourite solution. If we agree to that, then
we can _____⁷. The question is: can we store the material safely for longer
periods? If storage is possible, then production would _____⁸ and that
would help us with _____⁹ in the future.

How do you feel about it?

If possible, please let me have your answer by 1 pm. Hopefully we can find a viable alternative before we return to the meeting.

Jason