

Negotiating Theory and Tactics

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Principle 1

- ❑ Honesty is the best policy
 - ❑ But, you don't have to strip down to your underwear
 - ❑ Do make sure you find out what you need to
 - ❑ Caveat emptor
 - ❑ Caveat vendor



Principle 2

- ❑ There are two sides to every question
 - ❑ Put your self in the head of the other side
 - ❑ What are their needs?
 - ❑ Do they know what their real needs are?
 - ❑ Or only their wants?
 - ❑ Help them understand their real needs and you're halfway there.

Principle 3

- ❑ Always have a basis that supports your proposals
 - ❑ Then you negotiate the bases
 - ❑ And that's a rational negotiation
- ❑ Without a basis for your proposals, you negotiate from emotion
 - ❑ And that's an ugly negotiation



Principle 4

- ❑ The Seller can only go down in price
- ❑ The Buyer can only go up in price

Principle 5

- ❑ If you're sure you know what the ballpark should look like, make sure you play in your ballpark
- ❑ If you're not sure what the ballpark should look like, let the other side take the first step in defining the ballpark
- ❑ Once the ballpark's defined, that's where you'll play



or



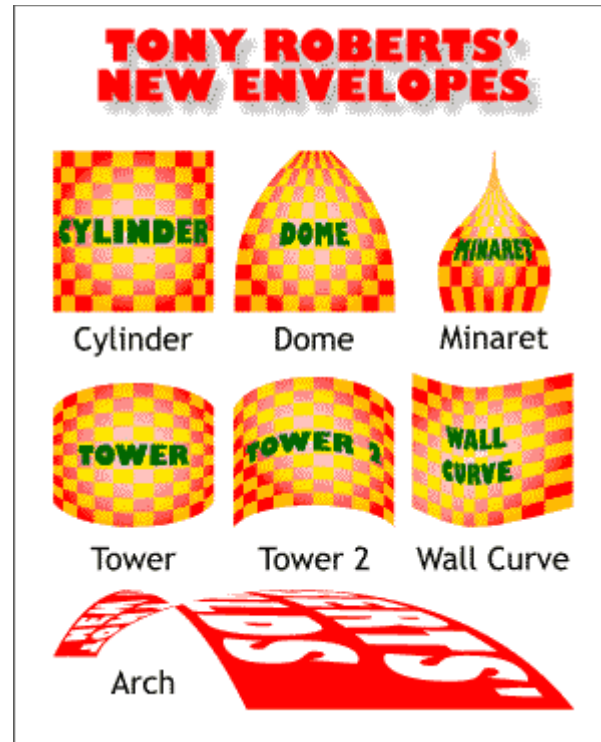
Principle 6

- ❑ For every “Quid” there’s a “Quo”
 - ❑ Keep track of those quids
 - ❑ There’s always a tomorrow
- ❑ Every term in an agreement is an economic term



Principle 7

- ❑ You should always be trying to push the envelope
- ❑ You should be very careful about trying to invent a whole new envelope



Principle 8

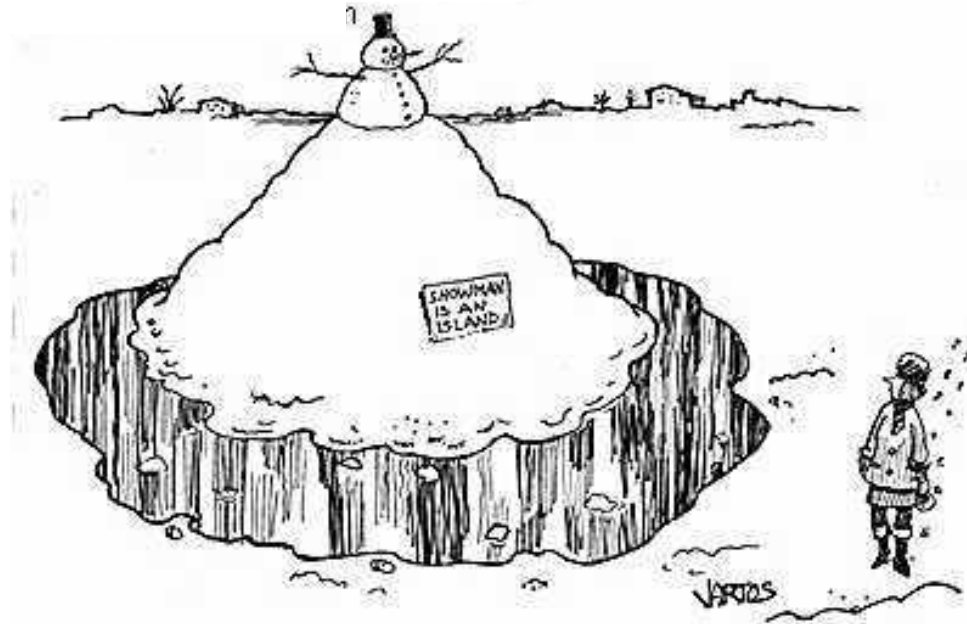
- ❑ Those who think outside the box may never get back inside the box



Never, EVER think outside the box

Principle 9

- ❑ No man is an island
- ❑ It's nice to have someone else on your side of the table in a negotiation



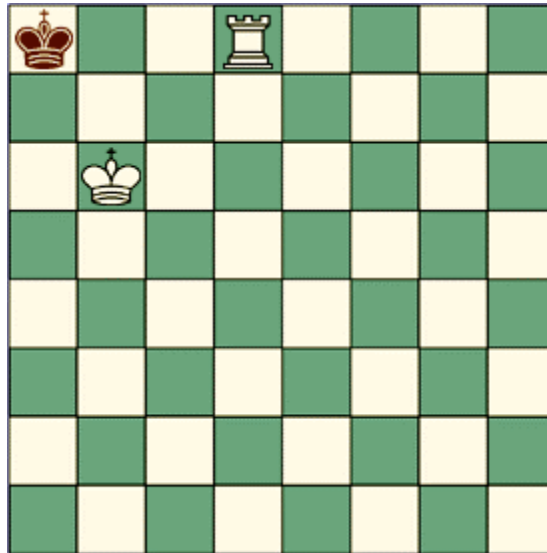
Principle 10

- ❑ The man (woman?) behind the black curtain can be your best friend.



Principle 11

- ❑ Beware the end game
- ❑ It's easy to get boxed in



Principle 12

- ❑ Never enter a negotiation with your bladder full or your stomach empty
- ❑ Be prepared on **ALL** levels

Principle 13

- ❑ You're never alone with a BATNA by your side

Principle 14

- ❑ You're strongest negotiating position is when you have an alternative and really can walk away
- ❑ A hot academic technology is one two companies are interested in

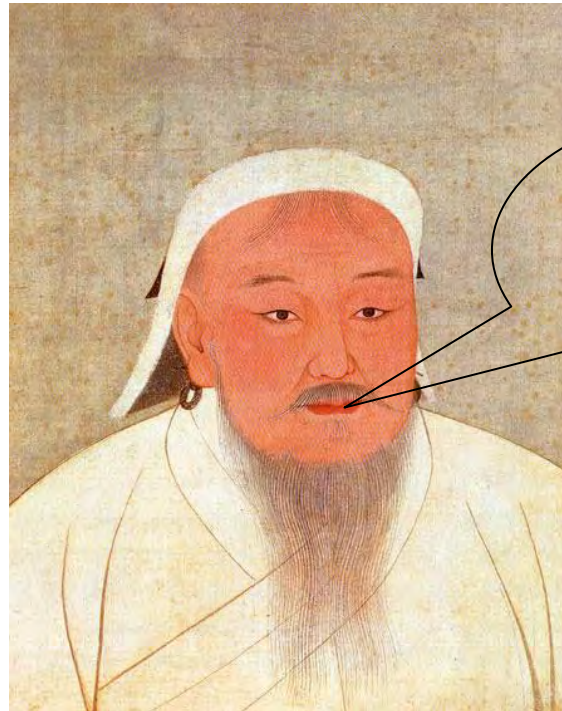
Principle 15

- ❑ Never push someone to the edge unless you're prepared to push them over



Principle 16

- ❑ “Sometimes, winning can be losing.”
 - ❑ aka “Buyer’s Remorse”
 - ❑ Ancient Chinese Curse:



May you get
what you wish
for

Principle 16

- ❑ 95% of something is better than 100% of nothing
 - ❑ i.e., Leave well enough alone



“How’s your egg m’boy?”

“It’s very good in parts, sir”

Some Negotiating Tactics

- ❑ Take it or leave it
- ❑ Give me your best offer
- ❑ This is all I have
- ❑ Good cop, bad cop
- ❑ Act shocked
- ❑ Nibble – ask for a little more
- ❑ Crawl – break into small parts