

Successful 'Win-Win' Negotiations

VOCABULARY

successful – успешный	to accept – принимать
win-win – взаимовыгодный	to work out – срабатывать
negotiation – переговоры	bottom line – 'нижняя планка'
to underestimate – недооценивать	to devote – посвящать
party – сторона (на переговорах)	to break the ice – 'включиться в работу'
beforehand – заранее	to adjust – настраиваться (на волну)
to develop – развивать, разрабатывать	behavior – поведение
to think over – обдумывать	towards – по направлению
to consider – рассматривать	neutral – нейтральный
point of view – точка зрения	customary – принято
to make sure – убедиться	journey – поездка
unlikely – маловероятно	confidence – доверие
to visualize – представлять себе	purpose [ˈpʊr.pəs] – цель
outcome – исход	agenda – повестка дня
unexpected – неожиданный	feedback – обратная связь
to expect – ожидать	to clarify – прояснить
offer – предложение	point of view – точка зрения



- the ideal outcome – what he would like to achieve in an ideal situation;
- the realistic outcome – what he realistically **expects** to be possible;
- the 'bottom line' – the lowest **offer** the negotiator will **accept**;
- the best alternative to a negotiated agreement ('BATNA'), if the negotiations don't **work out**...

Here are some ideas below that can help to run negotiations.

BREAKING THE ICE

Normally about five percent of negotiating time is **devoted** to '**breaking the ice**'. The two parties **adjust** their thinking and **behavior towards** one another. People normally don't immediately switch into discussing business matters. The topics from the very beginning of negotiations are usually **neutral** and non-business related. It is **customary** to ask the other party about their trip to your office. Communication skills are important at this stage. Be positive, and create a productive atmosphere of **confidence** and trust.

PURPOSE, PLAN AND AGENDA

At the very beginning of the talks discuss and get an agreement on the purpose, plan and agenda of a meeting. Get **feedback** from the other party. To **clarify** the **point of view** of the other party ask questions like: 'What do you think about this?'

PREPARATION STAGE

Don't **underestimate** the importance of preparation. Try to get as much information about the other **party** as you can **beforehand**. **Develop** a 'negotiation strategy'. Make a list of items you want to discuss. **Think over** possible scenarios. **Consider** the scenarios from the other party's **point of view**. **Make sure** that it is a 'win-win' situation. (*If the other party does not get what it wants it is **unlikely** that the negotiations will be successful.*) **Visualize** possible **outcomes** and your reaction in each case. The better you are prepared, the quicker you will be able to adapt to new **unexpected** negotiating positions and remain in control.

A negotiator should have the following four basic positions in mind when carrying out negotiations:

SOME ADVICE TO A NEGOTIATOR:

- first discuss **major items**, then **minor** items;
- first **consider** problems **in general**, then **in a more detailed way** if it is necessary;
- follow the guidelines of the plan one by one (*don't switch from one item to the other and back*);
- move to the next point after you have **resolved** the **previous** one.

Ask **open-ended questions** to clarify points and to let the speaker know you are following the story. It is important to listen carefully to the other party and demonstrate that you understand their point of view. Be **open-minded**. **Take notes**, so you will be able to **restore** in your memory **issues** discussed and agreements made. Keep your **objectives** in mind. **Pay attention** to feedback and body language. Quickly and accurately read the signals the other party is sending. If you are attentive, non-verbal language can lead you to some important **clues**. **Focus** on **mutual benefits**, not **differences**. (*If you focus on differences too much it can create **tension** and **ruin** the deal.*)

NARROWING AND RESOLVING DIFFERENCES

There are always differences in **viewpoints** of parties, but negotiations are **conducted** with a view to reaching a **mutually beneficial** agreement. It is necessary to decide what issues you are prepared to compromise on, and which are **crucial** and non-negotiable. Here is some advice on problem-solving tactics:

- **present** a problem in general terms and **obtain** the other party's view on it;
- look together at the possible **solutions** and **joint advantages**;

major [ˈmeɪdʒə] – основной	issue – издание (совокупность всех экземпляров газет и т.п.), проблема
item [aɪtəm] – пункт	to pay attention – обращать внимание
minor [ˈmaɪnə] – второстепенный	clue – ключ (к разгадке чего-л.)
to consider – рассматривать	to focus – сосредотачиваться
in general – в общем	mutual [ˈmjuːtʃuəl] – взаимный
in a more detailed way – более детально	mutual benefit – взаимная выгода
to resolve – разрешать	difference – различие, противоречие
previous [ˈpriːviəs] – предыдущий	tension – напряжение
open-ended question – вопрос, предполагающий более информативный ответ, чем 'да' или 'нет'	to ruin [ruɪn] – разрушать
open-minded – восприимчивый к мнению других	viewpoint – точка зрения
to take notes – делать заметки	to conduct – проводить
to restore – восстанавливать	mutually beneficial – взаимно выгодный
objective [əbˈdʒektɪv] – цель	crucial [ˈkruːʃ(ə)l] – очень важный
	to present – представлять (информацию)

- **suggest** practical actions to **overcome obstacles**;
- focus on mutual benefits, not differences.

Be **flexible**, creative and generate new ideas, **approaches** and **options**. **Consider** different approaches. (*You can probably negotiate a better deal than you **expected**.*) Leave them with a feeling that everyone has won. Don't **exceed** your **authority**. Be careful with **promises** and do not **promise** what you are not sure you can **deliver**. It is usually better to 'underpromise' and to 'overdeliver'.

IF YOU ARE IN A DEADLOCK

If negotiations are difficult, don't burn bridges and 'don't cut what you can **untie**' – take a break. A break often **allows** parties to find ways to build bridges when they **resume** negotiations.

IMPLEMENTATION

If negotiations are successful and parties reach an agreement, it is essential to reach an agreement about the **terms of implementation**.

The principle stages of achieving an agreement are as follows:

- reach an agreement in general;
- reach an agreement in detail;
- reach an agreement about the terms of implementation.

Document the agreement reached in a written form. Analyze, **evaluate** and summarize your performance, and **integrate** the lessons learned in your experience for the future.

to obtain – получать	to promise – обещать
solution – решение	to deliver [dɪˈlɪvə] – доставлять, выполнять (обещание)
joint – совместный	deadlock – тупик (в ситуации)
advantage – преимущества	to untie [ʌnˈtaɪ] – развязывать
to suggest – предлагать (идею)	to allow [əˈlaʊ] – позволять
to overcome – преодолевать	to build bridges – 'наводить мосты'
obstacle [ˈɒbstəkl] – препятствие	to resume [rɪˈzjuːm] – возобновлять
flexible – гибкий	implementation – реализация
approach – подход	terms of implementation – условия реализации
option [ˈɒpʃ(ə)n] – вариант	to document – документировать
to expect – ожидать	to evaluate [ɪˈvæljuːeɪt] – оценивать
to exceed – превосходить	to integrate – интегрировать
authority – полномочия, власть	
promise – обещание	