RGT



THE LITTLE BOOK OF

INFLUENCE, PERSUASION AND NEGOTIATION

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Look into my eyes...



01

INTRODUCTION

Kids don't need to go on a course to learn how to influence and persuade. They're masters at it. They know how to press all the right buttons and appreciate it's a process rather than an event, which is why they wear you down.

You're good at it too. You're doing it all the time, with friends, family and colleagues. It's when things are a little more formal you get up tight and forget your inbuilt skills, which is when you need to be wary of the

FOUR
BIG
MISTAKES...

THE FOUR BIG MISTAKES



ME ME ME

Worrying about addressing wants rather than satisfying the needs of others.

NOW OR NEVER

Regarding it as a single event. (Good things come to those who wait.)

VULCAN

Relying too much on logic. ("Imagination is more important than knowledge." Einstein)

GERONIMO!!!

Going in tough, with all guns blazing. (Cool your jets)



THE TWO ESSENTIALS

If you are going to stand any chance of; 'Getting people to do something they wouldn't ordinarily do if you didn't ask' (Aristotle), there are two things you must have:

CREDIBILITY

TRUST

You gain credibility by having experience.
If you lack the experience then either go and get some, refer to an expert, call on research or launch a pilot scheme.

Trust is gained by doing what you said you would do or coming clean if you mess up.

Trust is way more important than credibility.

Both trust and credibility can be established through a relationship, which is why your friends can persuade you to do lots of stuff – YOU KNOW THEM REALLY WELL!

Important – People don't owe you're their trust and confidence simply because of the position you hold (unless an established authority figure like a pilot or doctor) you have to EARN both!



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SPICE

Simplicity
Perceived Self-Interest (appeal to it)
Incongruity
Confidence
Empathy

from ‘Flipnosis’ by Kevin Dutton

TWO'S COMPANY

We like to think we're intelligent, free-thinking & independently minded but when push comes to shove Robert Cialdini's research tells us, we feel compelled to do things for the following reasons:

LIKEABILITY / RECIPROCITY

These two establish the relationship.

CONSISTENCY / SCARCITY

These two nudge people into taking action.

SOCIAL PROOF / AUTHORITY

This pair reassure people they have made or are making the right decision.





NEGOTIATIONS

Negotiations fall in to one of two types:

DISTRIBUTIVE

Distributive negotiation's about the dividing of a 'fixed pie' or distribution of a sum of money. When 'haggling' in this way you need to be aware of the following:

GO FIRST – when making an offer because the number acts like an 'anchor' and the other side can't get it out of their head.

ZOPA – give thought to the Zone of Possible Agreement (yours and theirs).

BOTTOM LINES – they are NEVER their bottom line.
Make sure you don't become fixated on yours and miss out on a better deal because you are 'deaf' and 'blind' to new information.

INTEGRATIVE

Integrative Negotiations are ones in which the parties work together to look for ways to create more value for both sides. It's about 'enlarging the pie'!

THE TWO STYLES

WIN/LOSE

Go in all tough, sock it to them and make sure they lose because in order for you to get what you want, they have to!

This option is draining, can seriously damage future relationships and increases the chances the other side will drag their feet when carrying out their part of the so-called agreement.

WIN/WIN

Pile on the empathy, lay on the rapport. Play it all lovey-dovey and whilst you may not get what you need, you'll experience deep karma.

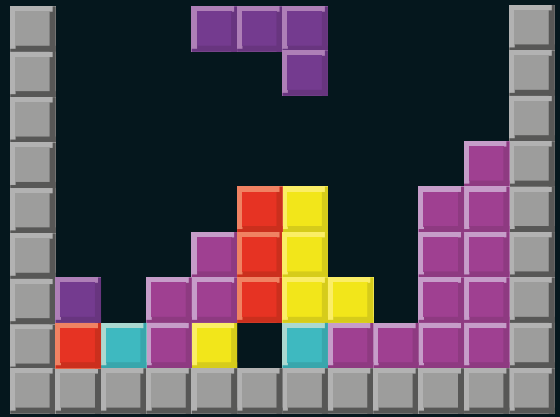
This option can leave you feeling, dirty, used and down-trodden. "That's the last time I'm treated like that! They won't treat me like that again!
I'll stand up to 'em next time!" Yeah, sure you will?!



PRINCIPLED NEGOTIATION

The pros concentrate on:

- PEOPLE
- INTERESTS
- CRITERIA
- OPTIONS





A different view...

PEOPLE

Support and attack...

SUPPORT THE INDIVIDUAL, ATTACK THE PROBLEM

This works because it creates cognitive dissonance (a posh phrase for a highly effective technique).

Put yourself in their shoes. What does it look and feel like from where they stand?

Empathising doesn't mean agreeing. Listen to seek to understand.

INTERESTS

What are they really interested in?

Chances are it'll be one of the following: Security, economic well-being, a sense of belonging, recognition, control over their lives?

Which interests do you share, which are differing and which are conflicting?

Listen to the other side and you'll discover what they are interested in.





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TWICE AS LONG AS HALF IT'S LENGTH

CRITERIA

What are the objective criteria against which you/they are measuring their offer?

The price of a car – Glass's Guide

Personal Injury – Kemp & Kemp (In England & Wales)

Rent – the local market

House price – the local market.

Don't just accept the price you are offered. "How did you arrive at that figure?"

OPTIONS

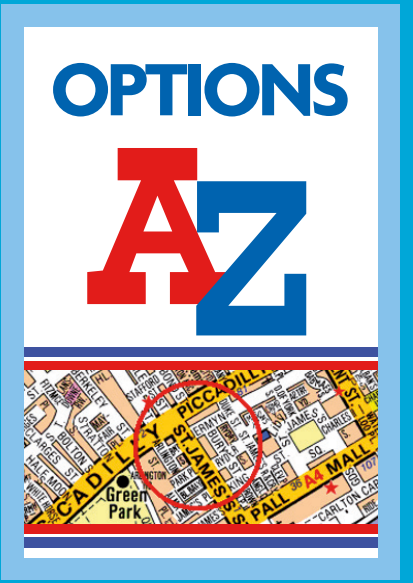
This is the brainstorming ('cognitive mind showering' for those of you easily offended) bit.

Before you even get to the negotiating table you need to have generated

LOTS AND LOTS OF OPTIONS

of how this can possibly be resolved. It's also during this time that you need to be considering the following: what barriers are there to an agreement, what's your BATNA, in which sequence will you talk to people.

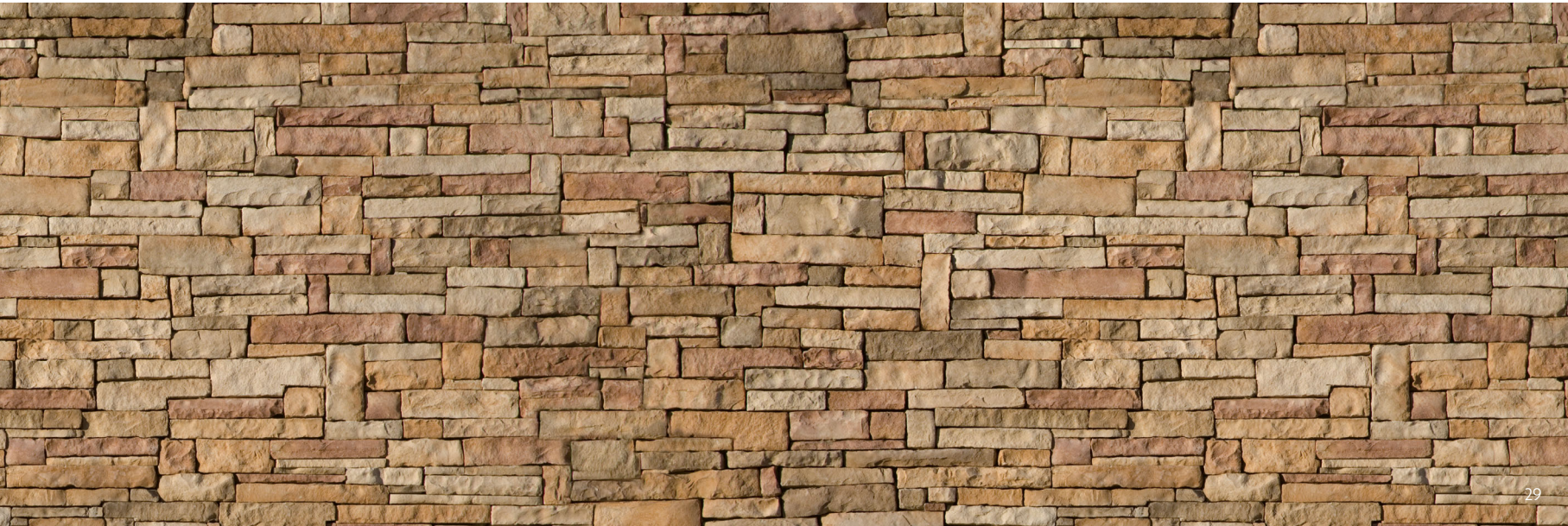
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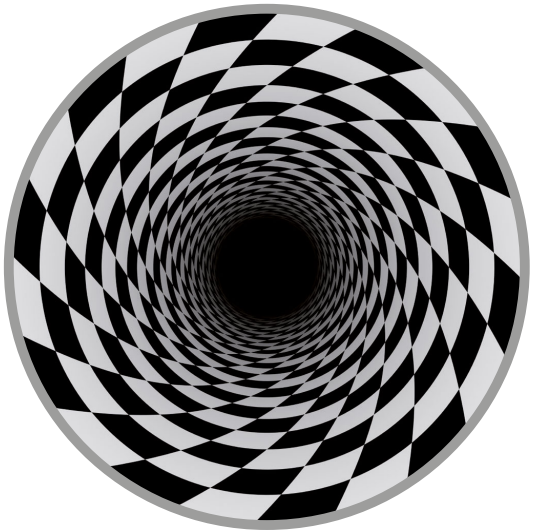
AUDIT BARRIERS

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Get a piece of paper and sit down or get a flip-chart and stand up and write down all the things/people that may prevent you getting a deal. Where are the possible blockages? Who's going to put a spanner in the works? Who are the trouble makers? Anything and everything that may prevent you from arriving at an agreement.



Tunnel vision...



BATNA

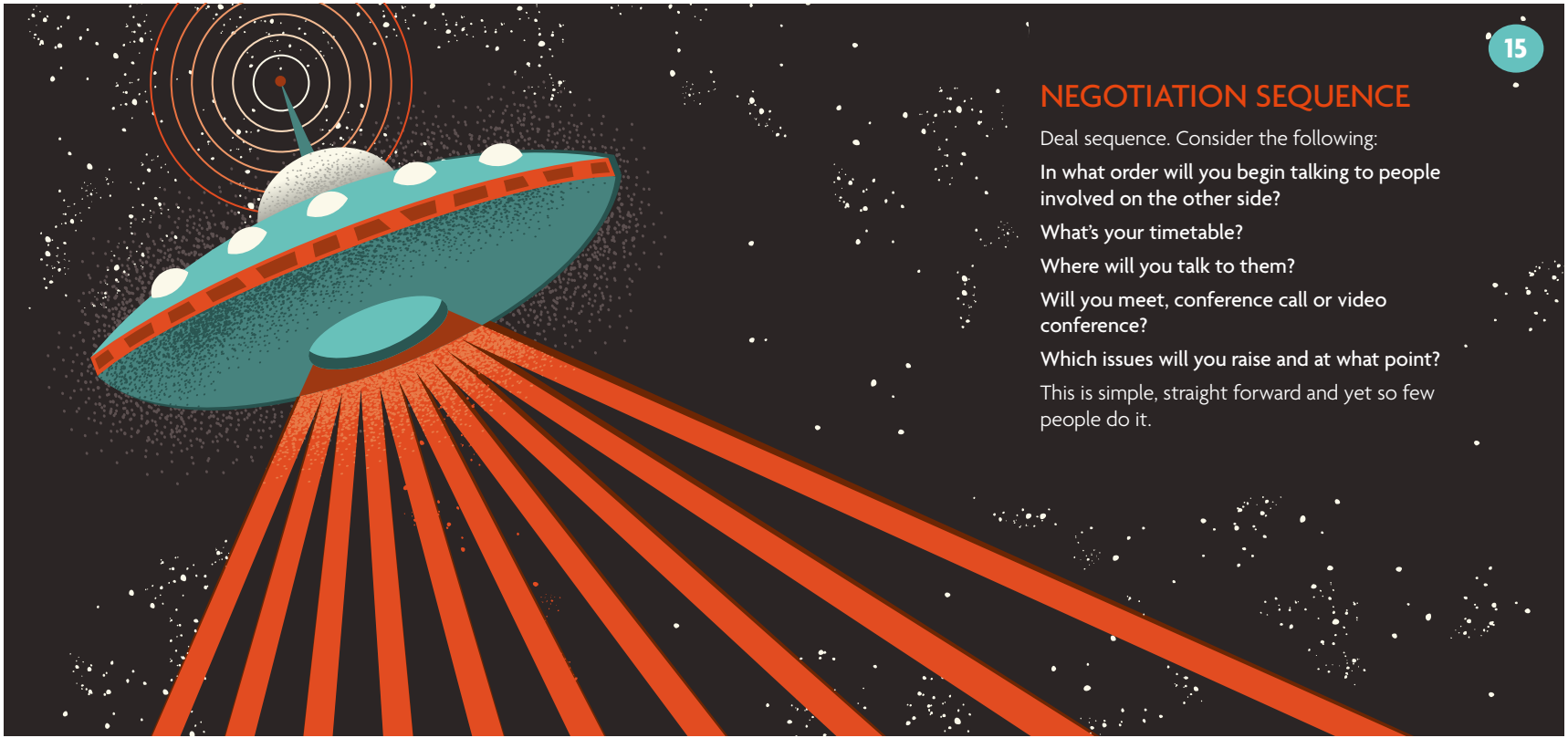
(Best Alternative to a Negotiated Agreement)

In other words, what you are going to do if you do not reach an agreement. Your BATNA may stink but you need to know!

On the other hand it may be better than that which you can gain by negotiating, in which case do that instead.

The hostage negotiator does not turn up without the guys with guns dressed in black (they are her BATNA!) The UKs BATNA when negotiating exit from the E.U. is to move to World Trade Organisation rules.

Sometimes you want to keep your BATNA secret and sometimes you'll want to whack out right up front. Whichever you plump for, always consider the consequences (you do that during the 'Options' bit).



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NEGOTIATION SEQUENCE

Deal sequence. Consider the following:

In what order will you begin talking to people involved on the other side?

What's your timetable?

Where will you talk to them?

Will you meet, conference call or video conference?

Which issues will you raise and at what point?

This is simple, straight forward and yet so few people do it.



GOOD COP | BAD COP

If you are the victim of a dirty trick: smile. Smile because you are up against an amateur. Professional negotiators don't play games.

The temptation is to get personal and push back against the other side: don't because it leads to entrenched, positional fighting.

> Recognise the tactic
> Acknowledge how it's making you feel
> Raise it explicitly
> Question the tactics legitimacy and desirability and negotiate over it



WHEN YOU ARE STUCK

G.R.I.T.
Gradual Reduction in Tension
Make a getsure, which helps calm your counter party.

M.E.S.O.
Multiple Equivalent Simultaneous Offers)
Consider making not more than 3 equivalent offers at the same time to get your counter party involved and to reveal undisclosed interests.

Invite Criticism
Don't defend you position & proposal, ask them to delete and add their words and terms.

Now you do the same. Continue the process until a form of words emerges.



MAP THE PRACTICALITIES

In any negotiation you are hoping to get from A to B. However, in very few will you be able to take the direct route, with all manner of issues and problems forcing you to take a detour.

View every negotiation as you would a map. Make yourself aware of the surrounding terrain and other possible routes to your destination. That way, you'll be better prepared when you set out on your negotiation journey.

RGT

REALLY GREAT TRAINING

This booklet is designed to be a handy little reminder of the main aspects of stuff covered during the influence, persuasion & negotiation skills course, which is why I dish them out at the end.

And whilst it's as small, portable and easy to handle as a cute little puppy, it's not designed to be the only thing you ever read as part of improving your powers of persuasion. On the other hand it will be happy stored in your desk drawer, whereas puppies won't.

There are loads of books, together with a deluge of stuff on the internet that'll help improve your skills. Seek them out but above all, remember that people are persuaded emotionally and that preparation is the key to great negotiation outcomes!

There are many ways to keep in touch with me but here are the ones people seem to like best:

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