

By the coauthor of the #1 *Wall Street Journal* and  
*New York Times* bestseller *The One Minute Entrepreneur*

# The One Minute Negotiator

Simple Steps to Reach Better Agreements

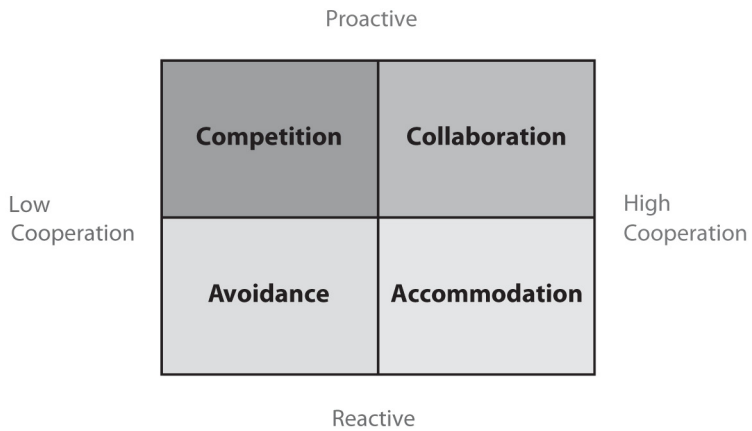


More  
Success  
with Less  
Stress

**Don Hutson**  
and **George Lucas**

Read by Don Hutson

## The Negotiation Strategy Matrix



## OMN Negotiation Strategy Self-Assessment Scale

Assess your negotiation strategy tendencies. Read each statement carefully; then circle the extent to which the statement describes your approach when it comes to negotiating with key internal and external parties.

### Answer Key

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1. Completely uncharacteristic
  2. Uncharacteristic
  3. Somewhat uncharacteristic
  4. Neither characteristic nor uncharacteristic
  5. Somewhat characteristic
  6. Characteristic
  7. Completely characteristic
- 

**Circle the number that you initially feel most applies to you for each statement below:**

1. When I negotiate, my interests must prevail.

1            2            3            4            5            6            7

2. I often find reasons to put off meetings until a better time, even when there is a chance discussions might help resolve a dispute.

1            2            3            4            5            6            7

3. It is smart to put aside unpleasant confrontations and negotiate using a friendly approach.

1            2            3            4            5            6            7

4. The focus of the negotiation should be to get as large a “slice of the pie” as possible.

1            2            3            4            5            6            7

5. I try to identify shared principles to use as a basis for resolving disputes.

1            2            3            4            5            6            7

6. Often the best approach is to just do what you need to do and hope the other side does not notice.

1            2            3            4            5            6            7

7. I will often give up things to the other party in an effort to advance our relationship.

1            2            3            4            5            6            7

8. I often live with marginal solutions to avoid having to negotiate a new deal with this or another party.

1            2            3            4            5            6            7

9. My approach is to try to get more than half of the money on the table.

1            2            3            4            5            6            7

10. The best way to buy things today is to get a product and price off the Internet so I don't have to negotiate with a real person.

1            2            3            4            5            6            7

11. I try to get the deal done by finding a way to give the other party what they are asking for.

1            2            3            4            5            6            7

12. "Take more than you give" is my motto.

1            2            3            4            5            6            7

13. Effective negotiators often seek to develop a true partnership with the other parties involved.

1            2            3            4            5            6            7

14. I frequently feel that I fail to get what I want from a negotiation because the other side is "holding most of the cards."

1            2            3            4            5            6            7

15. By using discovery to get past positions and down to true needs, one can reduce or eliminate unproductive and time-consuming conflicts.

1            2            3            4            5            6            7

16. You should do unto others before they do it to you.

1            2            3            4            5            6            7

17. When negotiating, I attempt to work through our differences and build on common ground.

1            2            3            4            5            6            7

18. I attempt to develop an opening proposal so attractive that the other party will simply accept it.

1            2            3            4            5            6            7

19. The best thing about doing business based on long-term personal relationships is that it significantly reduces my need to discuss prices and deliverables.

1            2            3            4            5            6            7

20. You get better negotiation outcomes when you keep people's emotions in check and work to uncover everyone's true needs.

1            2            3            4            5            6            7

**Scoring Your Answers:** Once you have circled the most appropriate number for all twenty questions, please transfer your score for each question into the only white box next to the corresponding question number. Once this is done, total all four vertical columns, and record your scores in the proper blank at the bottom of this page.

| Question Number | Avoidance | Accommoda-<br>tion | Competition | Collaboration |
|-----------------|-----------|--------------------|-------------|---------------|
| 1               |           |                    |             |               |
| 2               |           |                    |             |               |
| 3               |           |                    |             |               |
| 4               |           |                    |             |               |
| 5               |           |                    |             |               |
| 6               |           |                    |             |               |
| 7               |           |                    |             |               |
| 8               |           |                    |             |               |
| 9               |           |                    |             |               |
| 10              |           |                    |             |               |
| 11              |           |                    |             |               |
| 12              |           |                    |             |               |
| 13              |           |                    |             |               |
| 14              |           |                    |             |               |
| 15              |           |                    |             |               |
| 16              |           |                    |             |               |
| 17              |           |                    |             |               |
| 18              |           |                    |             |               |
| 19              |           |                    |             |               |
| 20              |           |                    |             |               |
| TOTAL           |           |                    |             |               |

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**Note your total score for each:**

Avoidance: \_\_\_\_\_ Collaboration: \_\_\_\_\_  
Accommodation: \_\_\_\_\_ Competition: \_\_\_\_\_



# **The One Minute Negotiator Handy Glossary**

**Accommodation** A negotiation strategy based on carefully meeting the demands of the other party due to one's own weaker power position (high cooperation/ reactive).

**Activation** One's tendency to be either proactive or reactive in the engagement process.

**Analytical** An interaction style that is slow paced and task focused. People who have this style as dominant tend to pursue a negotiation strategy based on data collection and, frequently an avoidance of a decision in public.

**Amiable** An interaction style that is slow paced and people focused. People with this style as dominant tend to use an accommodation negotiation strategy as they attempt to make everyone happy.

**Avoidance** A negotiation strategy based on not discussing negotiation issues in the hope that they will somehow get better or simply go away (low cooperation/reactive).

**Bargaining Chip Issues** Factors in a negotiation that are not particularly important for the side in question. A negotiator can make concessions on these issues without significant consequences. Movement on bargaining chip issues should take place in order to get assistance with blue chip issues. Note that it should never be implied that such chips are throw away or give away factors.

**Blue Chip Issues** Aspects of a negotiation that are very important to the side in question. While a person can make concessions on these issues, such a movement will adversely impact the outcome from any negotiated agreement for them.

**Collaboration** The most advanced of all the negotiation strategies, based on learning all parties' needs to craft a win-win-win outcome (high cooperation/proactive).

**Competition** A negotiation strategy focused on getting one's own needs and positions addressed. It is a fixed-sum game/win-lose approach where the only way you can get something is for the other party to give something up (low cooperation/proactive).

**Compromise** A negotiation tactic based on seeking an agreement by splitting the difference between two parties' positions. It should only be used late in a negotiation, with a small gap in positions, over a single issue, where the offer is tied to an immediate agreement.

**Concession** A reduction in one's own position on any negotiation issue in an effort to close the gap between the position levels of the various parties. It should only be given if something is received in return. A unilateral concession is, in reality, an accommodation.

**Cooperation** A willingness to work with the other party in an effort to reach an agreement that includes a consideration of that other party's needs.

**Countering tactics** Defensive competitive negotiation tactics designed to mitigate the impact of offensive tactics by the other side. These tactics are deployed in a reactive fashion to minimize any concessions that must be made as a result of the other side's offensive tactic.

**Defensive tactics** Tactics that are used to protect one's positions and minimize concessions in a competitive negotiation.

**Discovery meeting** A session in a collaborative negotiation focused on getting the needs of all sides on the table. Positions and solution proposals should not be discussed in such a meeting.

**Driver** An interaction style that is fast paced and task focused. People who have this style as dominant tend to pursue a negotiation strategy based on competition to start, but they can be motivated to collaborate if they find it is in their best interests to do so.

**Expressive** An interaction style that is fast paced and people focused. Individuals who have this style as dominant tend to pursue a negotiation strategy based on collaboration.

**Fortifying tactics** Competitive negotiation tactics that are deployed proactively to protect positions and reduce the need to make concessions.

***Negotiaphobia*** A widely present fear of negotiating based on a desire to avoid conflict and a lack of skill. Another symptom is the inability to adjust one's negotiation strategy to match the situation at hand. Individuals suffering from this epidemic are referred to as *negotiaphobes*.

**Negotiation** The ongoing process through which two or more parties, whose initial positions are not necessarily consistent, work in an effort to reach an agreement.

**Non-negotiables** Issues in a negotiation where movement is not possible. These issues should be few in number and clearly stated as not open to negotiation. From that point a negotiator should demonstrate no willingness to even discuss these issues.

**Offensive tactics** Actions taken by a negotiator in a competitive negotiation that are designed to stimulate accommodations or concessions from the other side.

**Opening Ceremonies** The start of the meeting that sets the tone for a collaborative or competitive approach. It ends with the introduction of the agenda.

**Problem-solving environment** An approach to information sharing between parties to a negotiation that puts the emphasis on disclosing and meeting needs with solutions that are jointly developed.

**Relational Objectives** Outcomes that one is seeking in a negotiation that advance the process of collaboration between the parties. Such objectives are not appropriate for a purely competitive meeting.

**Solution Meeting** A negotiation session that focuses on confirming needs, identifying the ability of the present solution to meet those needs, introduces new options, discussing those options, and then laying out an action plan going forward.

**Transactional Objectives** Outcomes that one is seeking to advance the quality of the deal that is presently being negotiated. These targets are more short-term in nature than relational objectives, and are appropriate for use with all negotiation strategies.