

The Business Skills Series

商务英语沟通技能系列

NEGOTIATIONS

# 商务谈判技巧

Negotiation skills

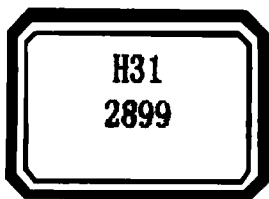
Negotiation language

Evaluation checklists

Anne Laws



人民邮电出版社  
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通技能系列

# 商务谈判技巧

〔英〕安妮·劳斯 著

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## 商务英语沟通技能系列——商务谈判技巧

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## 内 容 提 要

这是一本不谈任何理论而集中从微观层面关注和介绍沟通技能与技巧训练的实用书。旨在帮助从事商务活动的人士，提高在谈判中用英语有效沟通的技能。

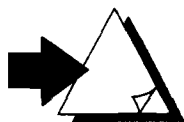
本书分为三大部分，分别从谈判前的准备、谈判中的注意事项、谈判后的效果评估等方面对所需技巧进行了概括总结。并真正地做到图文并茂、深入浅出、即学即用！这绝对是一本可以使读者花费最少的时间与精力却能获得出乎意料收获的好书。

本书的主要读者对象是初入职场、急需用英语提高在商务谈判中沟通技能的人士，对于学习外贸、商务英语等相关专业的学生亦是十分适用的。

## Use of symbols in this book



This warning symbol indicates **common problems** and **important points**.



This refers to other chapters or sections with relevant information.



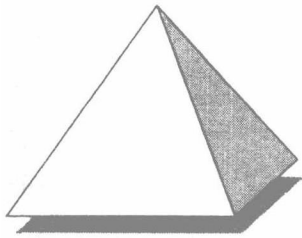
This indicates **useful advice** to help you achieve a successful outcome.



This symbol is used to indicate a '**hint**' or **suggestion** to improve your negotiating skills.



This symbol indicates important **cultural points**.



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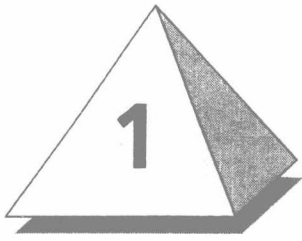
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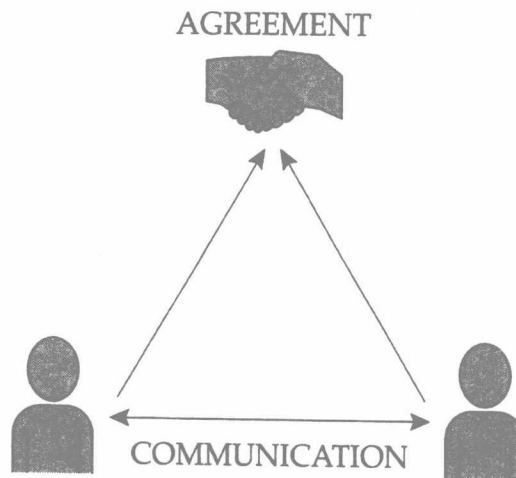


# Introduction to this book

Negotiation is often regarded as something rather complicated and specialised. People tend to forget that, in many areas of business, negotiation takes place even though it may not be on a formal basis. In fact, we all negotiate regularly in our daily life with members of our family and with friends and colleagues at work.

## What is negotiation?

Negotiating involves two or more individuals or groups of people communicating with each other, hoping to reach agreement about something.

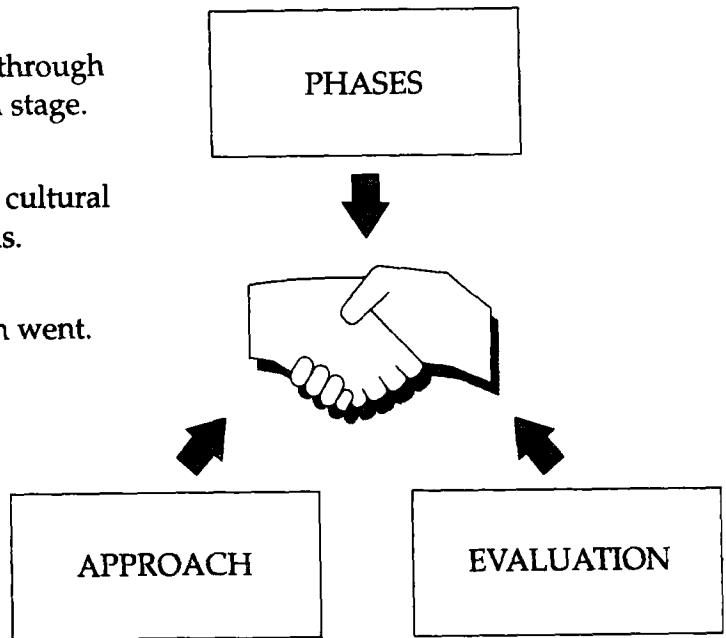




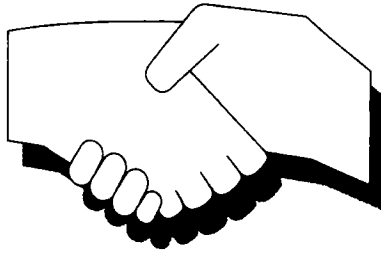
## About this book

This book is divided into three parts.

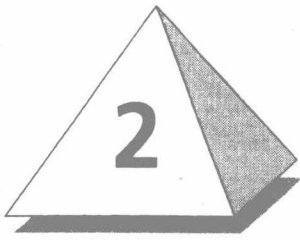
- **Part One: Phases**  
The stages a negotiation goes through and the language used at each stage.
- **Part Two: Approach**  
Your approach to negotiation: cultural differences and other problems.
- **Part Three: Evaluation**  
Assessing how the negotiation went.



# Part One: Phases







# Phases of negotiation

In order to reach agreement, all negotiations go through the following phases:

- Preparation
- Establishing rapport
- Discussion: starting the negotiation
- Proposals
- Bargaining
- Reaching settlement

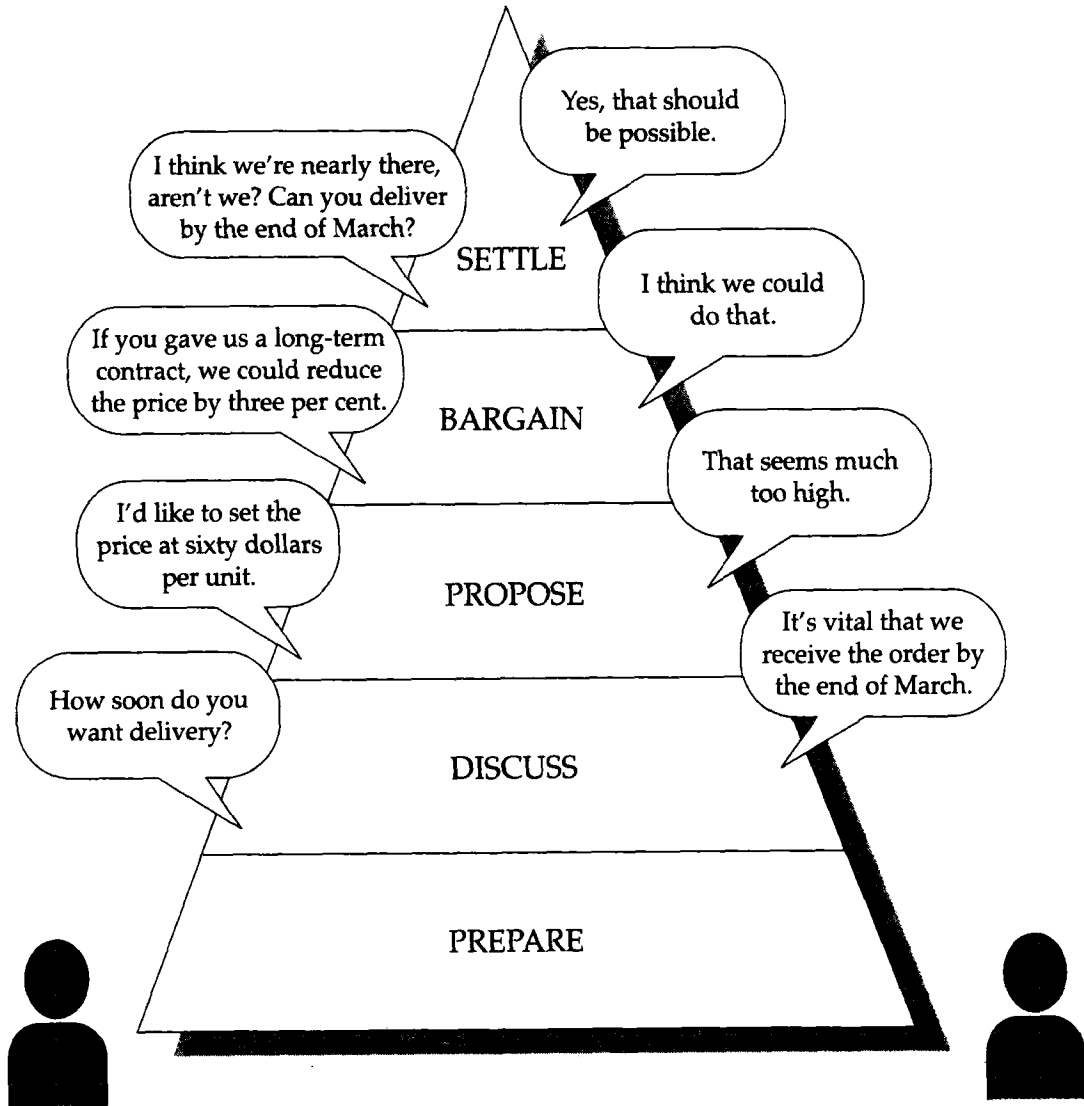
In each phase, you will apply different skills and use different aspects of language. This book describes these phases of negotiation, the skills and the English that you will need for each phase.

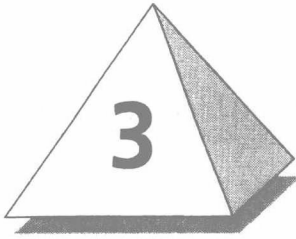
## Negotiating language

Language is a very important aspect of negotiation and many business people of all nationalities have to negotiate in English. It is useful to think about the language that you will need for each phase of a negotiation.

Some examples are shown on the next page.

# AGREEMENT

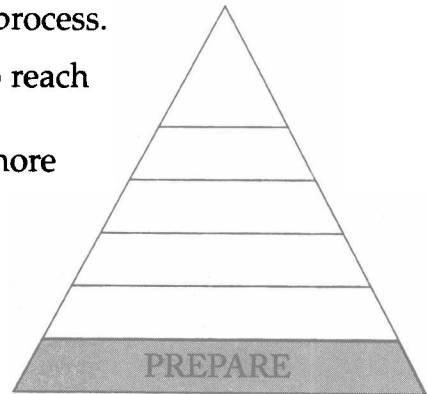




# Preparation

Preparation is the first stage of the negotiation process.

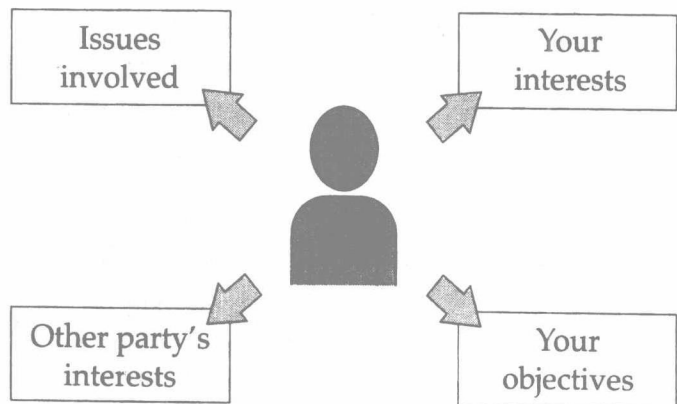
- A lack of preparation can result in failure to reach a satisfactory agreement.
- A negotiator who is well prepared will be more successful than one who is not so well prepared. It is not easy to 'think on your feet'. Preparation will help you to organise your thoughts before you start to negotiate.



## How should you prepare?

Start by considering

- the issues involved
- your interests
- your objectives
- the other party's interests.



## Identify what the issues or problems are

The purpose of negotiating is to discuss an issue or a problem with another party in the hope or expectation of reaching an agreement.

In many negotiations, there are several issues or problems. Make sure that you know what they are.

### Examples

SUBJECT OF THE NEGOTIATION	ISSUES OR PROBLEMS THAT COULD EXIST
You are trying to sell a product to a customer	<ul style="list-style-type: none"><li>• The customer might not want to buy it.</li><li>• The customer might agree to buy it but will argue about the price, the product's quality or the delivery date.</li><li>• You must make a profit from selling the product.</li></ul>
You are negotiating with representatives of your work force about pay and working conditions	<ul style="list-style-type: none"><li>• The work force want more pay and better working conditions.</li><li>• You do not have enough money to give them what they want. Your company must reach its financial targets.</li></ul>
You are negotiating with representatives of other countries about fishing quotas	<ul style="list-style-type: none"><li>• There is a danger that the number of fish in the sea will become too low.</li><li>• Each country wishes to protect its fishermen and fishing industry.</li></ul>

## Identify your interests

In any negotiation about an issue or a problem, each party has certain interests that it wants to defend or promote.

An interest is not a specific objective or target. It is something that is a matter of fundamental concern. You should not reach any agreement in a negotiation that damages your interests or puts your interests at risk.

### Examples

SUBJECT OF THE NEGOTIATION	INTERESTS THAT COULD EXIST
In a negotiation to sell a product	<ul style="list-style-type: none"><li>• The profits of your company.</li><li>• Getting a good price from selling the product.</li><li>• In the long term ,having a good relationship with the customer.</li></ul>
In a negotiation to buy a product	<ul style="list-style-type: none"><li>• Getting 'value' for the money you spend.</li><li>• In the long term,having a good relationship with the supplier.</li></ul>
In a prolitical negotiation	<ul style="list-style-type: none"><li>• The safety of your citizens.</li><li>• The prosperity of your citizens.</li><li>• The economic interests or your country.</li></ul>



The interests of each party will be different. This is why they must meet to negotiate an agreement. The aim of a negotiation should be to **reconcile the interests** of both parties.

In many negotiations, both parties have some interests in common ('common ground'). When you look for common interests with the other party, you will have a good chance of reaching an agreement in the negotiation.

### **Example: common interests**

When representatives of the management of a company meet representatives of the staff to negotiate pay and working conditions, each party will share some common interests.

