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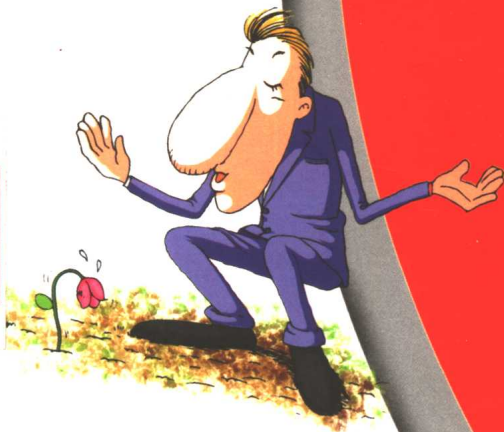
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NEGOTIATE SMART

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THE SECRETS OF
SUCCESSFUL NEGOTIATION

原著: (美) *Nicholas Reid Schaffzin*



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前 言

在生活中人与人的交流、沟通以及广义的谈判无处不在、无时不在：小到去商店买一件几元钱的东西、签一份租房协议，大到接受一份新工作、参加重要的商务谈判等等。这里往往涉及到一个问题：对方开了一个价钱，而你希望的却是另一个。如果幸运的话，你会得到一个相对合理的价钱。但实际情况往往相反，因为你不可能在各个领域都具有相当的专业知识，而这一点在讨价还价中常常是最致命的。《兰登书屋英语沟通高手》就是要告诉你如何利用智慧和技巧在沟通和谈判中赢得一个好价钱，获得你应得的利益。

本书是美国最大的助学、备考、人生策划类图书写作集团  推出的人生智慧类图书，是百万畅销书系 Smart 系列图书中的一本。作者 Nicholas Reid Schaffzin 毕业于美国斯坦福大学，是美国著名的谈判专家。

Schaffzin 在书中分析了许多沟通和谈判案例，从普通人日常生活中的购物经历到美国营救被扣押在伊朗的人质事件，由浅入深地揭示了隐藏在成功的生活谈判和商业谈判背后的秘密。从中，他为读者设计了一套完整的沟通和谈判方案。该方案包括：

1. 认清人们在讨价还价或谈判中最常用的十五种技巧。

Schaffzin 从大量的案例中总结了人们在交涉和谈判过程中最常用、最典型的十五种技巧，如好警察和坏警察、老板在家、得寸进尺等等，作者为每种技巧都起了一个幽默易记的名字，同时还有详细的解释和应对方法。

2. 掌握六种谈判武器。

- 如何根据环境和对手，制定相应的谈判战略
- 何时应该使用最强硬的态度
- 何时应该作出妥协和让步
- 何时应该装聋

■何时应该作哑

■如何在适当的时候潇洒地离开

3.交互式阅读体系。

Schaffzin在书中设计了13道互动模拟沟通试题和10个互动虚拟谈判场景让读者不仅仅是被动地接受,而是主动地参与到书中,使读者能够迅速地将理论用于实践。

4.X档案。

鉴于实际情况的多变性和突发性,有些极少出现的特殊情况是前面常规的沟通和谈判手段所不能完全应对的,为此,Schaffzin为读者设计了七种非常规手段,使读者真正成为能应对任何情况和对手的沟通高手。

本书既是一本优秀的英语学习读物,同时也是一部充满智慧的沟通宝典。



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Introduction

You negotiate all the time, and you don't even realize it.

Sure, some of the things you do are clearly negotiations—like when you buy a new car, sign a lease for an apartment or accept a new job. One party wants one price, you want another price. You both state your price. If you're lucky, you come to some kind of agreement. Now getting a good price is important, and this book will show you how to get a better deal when you negotiate. It will even point out all the tricks other people might try to use on you and show you how to turn the tables on them. Negotiating smart means being prepared for anything.

But if that's all you get out of this book, you've missed some great opportunities to improve the quality of your life. Price is only one aspect of negotiating and often not the most important one. One goal of this book is to make you aware of all the negotiations that go on around you and teach you how to get the most out of every single one. When you and a friend debate what movie to see that night, that's a negotiation. When you decide how much you are willing to pay for dinner, you're negotiating with yourself. When you subscribe to a long-distance service or assume the responsibility of a credit card, that's negotiation too. The sooner you learn to recognize that negotiating is part of any choice, and the



sooner you realize that nearly anything is negotiable, the better off you'll be. You'll have more time, more money, and most importantly, more happiness.

Sound too good to be true? When you negotiate smart, you engage both sides in finding all the value there is in a deal. Most people stumble



through negotiations uncertain, uncomfortable, unprepared, and are surprised when they leave the deal unsatisfied. Very often, it's not that a good deal with value for everyone wasn't there to be struck. It's that the people left it on the table. Negotiating smart means leaving nothing on the table. Ever.

People think it should be obvious when they're getting a good deal and when they're getting a bad one. It's not. And if it's difficult to tell if a deal is good or bad, it's nearly impossible to tell if a

deal is the best deal one could get. If you've ever said to yourself, "I'm happy with what they offered. I don't want the hassle of asking for more. I'll just take the deal," you've ever said to yourself, "I'm happy with what they offered. I don't want the hassle of asking for more. I'll just take the deal," you've cheated both you and the other side out of opportunities to discover value. Negotiation helps everyone. It defines responsibilities, it clarifies ambiguities and it seeks out value.

As well, don't think you have been offered a good deal because the other side says it is the most "fair" offer around. You have no idea what

pressure the seller faces in selling his product, or what pressure the buyer is under to buy. Perhaps the car salesman's been told if he doesn't make this sale, he's out of a job. Perhaps the real estate agent has been told if she doesn't buy your land from you, a million-dollar deal will be lost. If you come to an agreement after negotiating, you're much more likely to know for sure how the other side values the deal. If you negotiate smart, the other side won't necessarily know the same information about you. Once you've negotiated, you're in a much stronger position to decide if you've gotten a good deal.

Negotiate Smart shows you how to prepare for a negotiation, how to read the people you're negotiating with, and how to decide when it's all right (and sometimes necessary) to walk away from a deal. Normally, years of training and negotiating would be required to get good at this process. This book distills the process into a much shorter time frame by focusing on real-life negotiations and giving you the tools you need to start out right now as if you were an experienced negotiator. Everyone negotiates all the time—the best at it understand that and learn from their daily lives.

We've taken the most useful techniques from some of the best negotiators and organized them into an easy-to-follow, step-by-step book that teaches the skills to become a better negotiator. Here you will find information on how to use negotiating tactics and gambits to your advantage—and how you keep them from being used against you. We'll show you how to use communication, education, and timing to your advantage. We cover the most important aspects of any negotiation from start to finish, including how to maintain a good relationship with the people you negotiate with.

What will this book do for you? Well, you should see the results in your wallet. That's always welcome. But smart negotiation has many

other benefits. Strong, honest, lasting relationships, less anxiety, and a general sense of contentment all should emerge once you strengthen your negotiating skills. If getting more of what you want is a goal of yours, this book should enhance your quality of life considerably.

These techniques work only if you use them in everyday situations. And, like anything else, they work better the more you use them. Try them out. Get comfortable with them. Learn not only how to use them, but how to use them confidently. Negotiation may not be something you look forward to now, but soon enough you'll relish the chance to use your new and powerful skills.

Pay special attention to the "Negotiation Tactic Boxes" scattered throughout chapters 1 through 6. Work through the "Negotiating Arena" in chapter 11. Try out the techniques we describe. It's helpful to have a partner with a copy of the book so you have someone to practice your skills with. It's always a good idea to try things out before there's and real money at stake.



Think of this book as your best line of defense. In most negotiations, there's someone who takes less than she should have, who pays a little more than she wanted to or who feels that if he were only a little bit better at negotiating, he would have gotten a better deal. Take to heart the old poker adage: "If you've been sitting at a poker table for five hands, and you can't figure out who the sucker is...it's you."



C H A P T E R

1

The Basis of Negotiation





“Good morning, Sandy’s Shoe Store.”

“Hello, Sandy? My name’s Mike. I’m looking for some Gerardi leather shoes.”

“Well, Mike, you’re in the right place. We sell Gerardi shoes for \$69 a pair, but you sound nice, so I’ll sell them to you for \$49. Also, we have another brand that is exactly like Gerardi but less expensive. They go for \$39 a pair.”

“Gee, Sandy, you’ve been helpful. I want to be fair though, so why don’t you sell me the less expensive shoes, but I’d feel better if you’d let me pay \$55. That way I’d feel like I was rewarding you for your good service.”

“Oh, Mike, I couldn’t let you do that. Why don’t we split the difference? I’ll sell you the real Gerardi shoes for \$59 a pair. Does that sound good to you?”

“I’d love to pay that. Send them over.”

Wouldn’t it be wonderful if every negotiation resulted in a perfectly fair solution, fulfilling to every party involved? Wouldn’t it be great if someone asked us to pay less instead of more than what we offered? Wouldn’t it be great if everyone gave us all the information we needed to make an accurate and informed decision?

How many times have you been involved in a negotiation like the one between Mike and Sandy? If it’s happened to you even once, you’ve led a charmed life. We’re not saying that most people don’t want to be fair. Actually, and perhaps surprisingly, most people do. At the same

time, if they had a chance, most people wouldn't want to pay more than they could have, or accept less than they were offered. As painful as it is to say it, most people would not want to be like Mike. Or like Sandy, for that matter.

It's true Mike and Sandy are both fulfilled by the deal they've reached, because they both got what they wanted—for Mike, the shoes, for Sandy, the money—and they both feel like they've been fair to the other person. But the reason this seems like a fantasy is that neither Mike nor Sandy place value on having more money. Sandy seems to have no interest in keeping her store afloat, and Mike seems to want to pay more money for an inferior product.

1

Good Cop/Bad Cop

Identification

Two people are negotiating for one side, and one of them appears to be stern and outrageously demanding, while the other tries to befriend you. They work in conjunction to disorient you. While the nasty one reduces your aspiration level, the good guy tries to get valuable information from you and comfort you with every conciliation you make.

Note

This ploy was made famous by the police department, where prisoners would be interrogated by two police officers employing this technique. One officer would threaten the most dire consequences the law could offer and, although illegal, suggest that physical harm would come to the person if he didn't cooperate. The other policeman would traditionally offer sustenance (food, drink, cigarettes, etc.) and have private talks with the alleged perpetrator, sympathizing and offering more lenient treatment if the prisoner cooperated and/or confessed.

Solution

In a business negotiation, any ploy that involves acting of any sort is subject to exposure. Reveal that you see something going on. A simple "you know, the two of you seem to have some kind of communication problem. One of you wants one thing, and the other wants something else. If we could negotiate at a later time, when the two of you can coordinate your positions, just let me know. I'm available when you want to get serious." If you have to, tell them that this "good cop/bad cop" thing isn't going to work. People find it more difficult to play a role once they have been exposed.

In real life, negotiations like Mike and Sandy's just don't happen. Most likely, Mike would call Sandy up, she'd let him know the price, and if he were serious about buying the shoes, he'd come down to the store. He'd have to decide whether to buy the shoes or not at the price Sandy had marked them. If he liked them, he'd buy them. If he didn't, he'd leave the store. If he liked them but didn't like the price, he'd go somewhere else. This is the time-honored practice of competitive pricing—if someone can give you a better deal, that person will get your business. In the real world, Mike and Sandy's negotiation would likely go like this:

"Good morning, Sandy's Shoe Store."

"Hello, Sandy? My name's Mike. I'm looking for some Gerardi leather shoes."

"We sell those. As a matter of fact, we have some in stock."

"And how much do they cost?"

"\$69 a pair, plus tax."

"Do you have anything cheaper?"

"Yes, but their quality doesn't match up to Gerardi's. We have something slightly cheaper, but, you know, you get what you pay for."

"And you're firm about the price for the Gerardi shoes?"

"Yes."

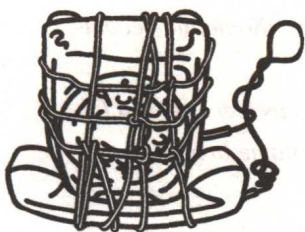
"Thank you."

"See you soon."

Sandy is keeping some information from Mike, and Mike is keeping his reactions guarded. They discuss availability and price, and that's it.

There's no negotiation here. There's an offer to sell at a predetermined price. Mike is likely to accept or reject that price without thinking about negotiating. Mike is unlikely to think about all the benefits that could come to him from negotiating.

Negotiation lets you direct your business to those you want to do business with. Negotiation lets you dictate the parts of any deal that are important to you—price, timing, method of payment, anything that makes a difference to you. Negotiation tends to improve your fulfillment with every aspect of every deal you make. It follows that those people who negotiate better end up happier in their business and personal lives.



Let's imagine Mike is a better negotiator than he was before. This negotiation might have gone like this:

“Good morning, Sandy’s Shoe Store.”

“Hello, Sandy? My name’s Mike. I bought some sneakers and boots from you last week.”

“Oh, yes.”

“I’m wondering about your price for some Gerardi leather shoes.”

“We sell those. As a matter of fact, we have some in stock right now, if you want to pick them up today. They cost \$69 a pair, plus tax.”

“Yipes! I just called Dorothy’s shoes down the block, and they’re selling them for \$55 a pair. I really love the sneakers and boots I bought from you, though, and I’d rather do business at your store—is there any way you can