

The Pursuit for and the Myth of the Tough Negotiator

YUKIO SADAMORI

Adjunct Lecturer, MBA Program at Keio Business School

Adjunct Lecturer, MBA Program at Waseda Business School

Former Manager, Diversity Management Dept., Human Resources &
General Administration Division, Mitsui & Co., Ltd.

Essentials of Business

Business means **to motivate** your customers and counterparts **to do what you would like them to do.**

Dimensions of Negotiation (1)

- Setup your stage **for a positive outcome.**
- Structure your proposal **to provide desirable options for your counterparts.**
- Discuss your offer to your counterparts in detail until all the parties **reach an agreement.**

Dimensions of Negotiation (2)

- Negotiation is **not a game**; it is **a way to reach an agreement** that has **positive outcomes** for everyone involved.
- No body starts out being a negotiator. **You learn it.** It's give and take. Watch, listen, practice and learn. **You can't have everything you want.**

Critical HR Attributes as the Professional Negotiator (1)

- Thorough understanding of and **technical expertise** in the agenda, related **industry and societal norms** and **the significance of the proposed business for society**
- Having a just and meaningful **purpose that benefits the stakeholders and society at large**

Critical HR Attributes as the Professional Negotiator (2)

- Having the **passion to fulfill that purpose** and to incite the same passion in your counterparts
- **Caring for your team and your counterpart team** to get them believe in the significance of the agenda that they wouldn't otherwise do.

Effective Negotiations for Desirable Results (1)

- The most powerful form of negotiation is **to find out what the counterparts want and figure out how to give it to them**, and have them in the same mindset.
- The best way to change the counterparts' minds is to **first know their minds**. If you can start the negotiation from their point of view, you are on your way to closing the deal.

Effective Negotiations for Desirable Results (2)

- The single most important negotiating skill is to be able to **put yourself in the shoes of your counterparts**. If you can thoroughly understand their needs and their perspectives, your ability to negotiate will be greatly enhanced.

Effective Negotiations for Desirable Results (3)

- **Bring a resolution-oriented mindset** to negotiations and conflict situations, being critical for outcome determination.
- If you **have a Creative mindset**, you will be able to focus on **possible solutions, not just on the problem at hand.**

Effective Negotiations for Desirable Results (4)

- A learning mindset, rather than a combative mindset, enables you to **empathize with the counterpart**.
- In the long run, **a mature and graceful reaction in defeat** may ultimately win you the business you were initially seeking.

Effective Negotiations for Desirable Results (5)

- **Setting time limits** is crucial to the success of the deal. Without a limit, the negotiations can go on indefinitely to the detriment of your organization.

Effective Negotiations for Desirable Results (6)

- **Metrics defining success and benchmarks** need to be set from the beginning in addition to times and ways to negotiate in the future.
- No deal is better than a bad deal. **Be prepared to walk away from a bad deal** without being seduced by the deal.

Effective Negotiations for Desirable Results (7)

- The best deals usually mean that **both sides feel** that they **have given up a little** and they both **feel equal pain**.
- Before you go into any negotiation, always be mindful of your **ZOPA** and **BATNA**. Have a **“Plan B”** to deal with the situation where you can't reach agreement.

Effective Negotiations for Desirable Results (8)

- Having a “Plan B” helps you to level the playing field and smoothes the way to a satisfactory negotiation. **The stronger your BATNA is, the stronger you will be in negotiation.**
- When you negotiate partnership arrangements, consider whether **the whole is going to be greater than the sum of the fractions.**

Effective Negotiations for Desirable Results (9)

- **Partnership** can be extremely beneficial if they are used to deal with the right issues, but they **must have real commitment** in the form of **budget and reputation staked**. The easier it is to walk away from the partnership, the least effective it tends to be.

Effective Negotiations for Desirable Results (10)

- Good partnerships require **constant dialog and action to ascertain what the end aim is** and people must work hard to achieve it. Each party must be totally clear about what their goal is.
- Before entering a business relationship, **get to know the counterpart and the business you are about to enter into.**

Effective Negotiations for Desirable Results (11)

- Take the time to learn more than just the basics. Get to know things that could serve as door openers, such as **the counterparts' personal interests and hobbies**.
- **While it may seem trivial**, such knowledge can be a real ice-breaker.
- Further, it can add **credibility to your interest in the relationship**.

Effective Negotiations for Desirable Results (12)

- **If you are on the losing end** of the negotiation, it's best to **keep your cool about defeat** and **accept the loss gracefully** and keep in touch, you keep the door open to a future negotiation.
- In the long run, **a mature reaction to defeat may ultimately win you the business** you were initially seeking.

Significance and Myth of Multi-cultural Communication (1)

- Need to understand **how cultures influence values, habits and communication practices.** Be mindful of the home country culture, country culture of each counterpart, corporate culture, industry culture, etc.
- **BUT, do not allow cultural considerations to become discriminatory and obsolete stereotypes. Avoid over-emphasis on cultural idiosyncrasies.**

Significance and Myth of Multi-cultural Communication (2)

- Successful global businesses **recognize cultural diversity as an indispensable management resources** that facilitates strategic synergies.
- Global business leaders appreciate the virtues of cultural diversity and **make every effort to manage it to their advantage** in business operations.

Significance and Myth of Multi-cultural Communication (3)

- Cultural diversity should be identified on a “second-person basis” **through close and intensive and continuous communication with business counterparts.**

Fundamentals of Global Business Communication

- Don't criticize, condemn or complain.
- Give honest and sincere appreciation.
- Arouse in the other person and eager want.

Dale Carnegie (1888-1955)

Three Introspective Questions

- Are you really **excited about** taking on the challenges of the project and working closely with the counterpart?
- Are the counterparts really **excited about** overcoming those challenges and working closely with you?
- Are you really **qualified for** carrying out your proposed business with the counterparts?

Learn from History

Only the fool learns from his own mistakes.
The wise man **learns from the mistakes of others.**

Otto von Bismark (1815-1898)

The **best combination** in the world is **power and mercy.**

The **worst combination** in the world is **weakness and strife.**

Sir Winston Churchill (1874-1965)