

Negotiations: Solving the Tough Problems

with Gerald L. Manning

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Participant Workbook

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Introduction

Much has been written about the art and science of negotiation over the years but little has focused on overcoming the tough problems people face during their negotiations. Whatever your industry or product, the concepts in this program, ***Negotiations: Solving the Tough Problems***, will increase not only your comfort level with negotiations but it will also increase your overall effectiveness as a negotiator.

You will have the opportunity to unlock the secrets to some of the toughest negotiation problems like:

- Dealing with Anger (Yours and the Customers)
- Dealing with Skepticism
- Really Listening to Understand
- Dealing with Price Objections
- Walking Away and Keeping the Door Open

Effective negotiations skills are a rare and very valuable ability to have, learning to overcome the problems most negotiators face will put you a step or two ahead of your competition. Knowing how to handle these sometimes awkward and difficult situations also puts you in a position to build rapport, develop lasting relationship and develop mutual trust with the other party.

Learning Objectives

By the end of this program, participants will be able to:

- Identify some of the toughest problems negotiators face.
- Determine specific steps to overcome even the toughest negotiation problems.
- Discover the mindset of an effective negotiator

Brainstorm

Take a moment and reflect, what are toughest challenges you face when negotiating? Make a list below.

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Tough Problem 1: How Do I Deal with Anger?

As you watch the video, identify key words, phrases or concepts that you think will help you deal with this problem?

How do you typically deal with anger when negotiating?

What steps does Gerald Manning suggest for dealing with anger?

Tough Problem 2: How Do I Deal with a Skeptic?

As you watch the video, identify key words, phrases or concepts that you think will help you deal with this problem?

How do you typically deal with skeptics?

What steps does Gerald Manning suggest for dealing with skeptics?

Tough Problem 3: How Do You Listen to Understand?

As you watch the video, identify key words, phrases or concepts that you think will help you deal with this problem?

How well do you think you typically listen when in a negotiation?

What steps does Gerald Manning suggest for listening to understand?

Tough Problem 4: How To Deal with Price Objections?

As you watch the video, identify key words, phrases or concepts that you think will help you deal with this problem?

How do you typically deal with price objections?

What steps does Gerald Manning suggest for dealing with price objections?

Tough Problem 5: How Do You Walk Away and Keep the Door Open?

As you watch the video, identify key words, phrases or concepts that you think will help you deal with this problem?

How have you dealt with walking away in the past? How effective were you at keeping the door open?

What steps does Gerald Manning suggest for walking away and keeping the door open?

Brainstorm

Take a moment and brainstorm at least three possible scenarios that would be good to use as an example or skill practice. Jot a few of the details down below for each example.

Example 1:

Example 2:

Example 3:

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Skill Practice

Role A: Negotiator

What is the focus of the negotiation? You may need to agree on the boundaries of the situation prior to engaging in the interaction.

What's your plan?

How will you approach your customer?

Which of the steps from the video are you going to incorporate into your interaction?

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Skill Practice

Role B: Customer*

What is the focus of the negotiation? You may need to agree on the boundaries of the situation prior to engaging in the interaction.

What's your plan? What do you want?

How will you approach your sales representative?

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*Please Note: the goal of the negotiation is to practice using the steps. Don't be difficult just for the sake of being difficult. Focus on creating a scenario that you both can learn from. Make it as realistic as possible.

Skill Practice

Role C: Observer*

What is the focus of the negotiation? Both the negotiator and the Customer may need to agree on the boundaries of the situation prior to engaging in the interaction.

What approach did the negotiator take?

What approach did the customer take?

Did the negotiator listen throughout the interaction? How could you tell?

Be prepared to describe the interaction to the group. Identify at least one thing that went well and one thing that could be improved upon next time.

*Please Note: the goal of the negotiation is to practice using the steps. If the customer is being difficult just for the sake of being difficult than redirect the interaction to make it more productive for all parties. If either the customer or the negotiator is having difficulty with the interaction take them aside one-by-one and help them plan for a more productive outcome. Encourage them to be as realistic as possible.

It's as Easy as 1, 2, 3 Review

For the program debrief, please list the following:

1 – One thing you didn't know before you arrived today

2 – Two things you are going to share with a friend, spouse or coworker about what you learned today.

3 – Three things you are going to try or do differently as a result of this training.

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The Negotiations: Solving the Tough Problems Quiz

Circle the correct answer below.

1. Which of the following statements did Gerald make in the beginning of the video?
 - a) You can't always get what you want, but sometimes you get what you need.
 - b) You'll get what you deserve, if you negotiate properly.
 - c) You don't get what you deserve, you get what you negotiate.
 - d) What you deserve and what the customer is willing to give are two different things.

2. Which one of these is not one of the steps for dealing with anger:
 - a) Vent at the customer it will make you feel better
 - b) Give the other person feedback
 - c) Mirror the customer's anger and intensity level
 - d) Solve the problem together
 - e) A and C
 - f) None of the above

3. According to Gerald, you have to
 - a) Separate the person from the problem
 - b) Ignore the person and focus on the problem
 - c) Separate the issues and focus on them one at a time
 - d) Be hard on the person and easy on the problem
 - e) All of the above

- f) None of the above
4. Which of the following is NOT a step to handling a skeptic?
- a) Show respect
 - b) Avoid making eye contact
 - c) Be candid, open and honest
 - d) Ask them to tell you the benefits
 - e) All of the above
 - f) None of the above
5. Which of the following are steps to help you listen to understand?
- a) Really listen
 - b) Take Notes
 - c) Focus on your inner monologue
 - d) Give feedback frequently
 - e) A, b, and c
 - f) A, b and d
6. True or False. According to Gerald, 30% of your time should be listening and 70% of your time should be talking.
7. Gerald describes 3 steps for dealing with price objections. They are:
- a) Unbundle your offer
 - b) Remind them of what you've already agreed upon
 - c) Consider price concessions
 - d) All of the above
 - e) None of the above

8. True or False. According to Gerald, you want to turn face to face skepticism into side-by-side problem solving.
9. What steps does Gerald suggest for walking away:
- a) Set up a walk away number
 - b) Be courteous
 - c) Leave the door open
 - d) A and B
 - e) All of the above.
 - f) None of the above.
10. True or False. According to Gerald, "When you are willing to walk away, that becomes your attitude, your guide, you don't even need to say it, the other party can often feel that attitude early on and that radically changes your negotiations."

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Program Evaluation

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Agree
The program objectives were explained.					
I can describe the five most difficult negotiation problems.					
I can identify the steps to overcoming the five most difficult negotiation problems.					
I have discovered how a good negotiator thinks about difficult negotiation problems.					
The opportunity to participate was sufficient.					
The facilitator connected the information to my job.					
I found the questions and discussions helpful.					
The facilitator was well prepared.					
I would recommend this program to others.					

I would improve this program by:

The best part of this program was:

About Gerald L. Manning

Gerald L. Manning is an international author, consultant, speaker, and successful businessperson. Manning's book *Selling Today; Partnering to Create Value* now in its twelfth edition, is today's international number one selling book on Negotiations and Partnering www.prenhall.com/manning.

With Chinese, Spanish, International English Speaking, Canadian, Croatian and U. S. editions, millions have profited from the strategies and tactics presented. He is also author of four additional books on management and sales, all published by large international publishing companies.

Mr. Manning also serves as a sales and marketing consultant to senior management and owners of more than 500 businesses, including both national and international companies. He appears regularly as a speaker at national sales and management conferences, and is featured regularly in training videos on sales and management.

Mr. Manning served as chair of the Marketing/Management Department of one of the leading colleges in the country for more than 30 years. In addition to his administrative duties, he has served as lead instructor in negotiations and sales. Mr. Manning received the "Outstanding Professor of the Year" award given annually by his college.

He has also applied numerous negotiation and personal selling principles and practices as owner of a very successful commercial and residential real estate investment, development and management company.

His speaking and classroom experience, along with his consulting, and the management of his company has provided him a unique opportunity to research, study, test, refine and write about successful approaches to conducting effective negotiations. With this background, and by popular demand *Negotiations, Solving the Tough Problems* was produced.