
Handout 12-1**Nonverbal Communication Chart (Structured Experience 12-4)**

Common Nonverbal Communication Behaviors (United States)

Behavior	Emotions Conveyed
Hands on hips	Skeptical Impatient Irritated
Leaning forward in seat	Attentive Cooperative Interested
Biting lip	Uncertain Puzzled Worried
Looking at objects (clock, door, or out the window)	Bored Preoccupied Disinterested
Lack of eye contact	<i>In some cultures:</i> Respectful Deferential <i>In other cultures:</i> Disrespectful Dishonest Intimidated
Nodding head	Interested Evaluative Agreeable
Fidgeting	Nervous Bored Uncomfortable
Smiling	Confident Cooperative Agreeable
Hands clasped behind head	Dominant Ambivalent Confident
Crossed arms or legs	Suspicious Closed Unreceptive
Touching face or clothing	Insecure Nervous Distracted

Adapted from: Stark, Peter B., and Jane Flaherty. *The Only Negotiating Guide You'll Ever Need: 101 Ways to Win Every Time in Any Situation*. New York: Broadway Books, 2003.

Handout 12-2

Common Negotiation Tactics (Structured Experience 12-9)

Page 1 (Distribute this page first)

1. Lowballing

Definition: _____

2. Authority Limits

Definition: _____

3. Sweetening the Deal

Definition: _____

4. Disclosure

Definition: _____

5. Trial Balloon

Definition: _____

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Handout 12-2, continued

Common Negotiation Tactics (Structured Experience 12-9)

Page 2 (Distribute at end of structured experience)

- 1. Lowballing:** When one side in a negotiation offers you a ridiculously low price to get you to agree to a deal before they reveal its true cost. It's the "too good to be true" scenario. Once one side knows what the other wants, they work the deal back into their favor by adding terms.
 - 2. Authority Limits:** Establishes the range of authority in decision-making up front to address the approval process, as well as who are the ultimate decision makers in a negotiation. This is related to the "Higher Authority" tactic in which a counterpart needs to consult with a key decision maker before he or she proceeds with the negotiations.
 - 3. Sweetening the Deal:** Offers something extra (an add-on) to your counterpart to reach an agreement. It can break an impasse or keep momentum going during negotiations, but be careful that what you offer is not a concession that could heavily cost your side.
 - 4. Disclosure:** Reveals a piece of information to your counterpart that he or she may perceive as insider information to build trust. It can also lead the other side to reveal information, and it helps to put each other at ease. Be careful to not disclose too much information.
 - 5. Trial Balloon:** Also called "Run It Up the Flagpole," this tactic provides a piece of information, such as price, to your counterpart to gauge his or her reaction. Based on this response, you can then adjust the information or offer. It's a good way to see how far apart or close you are to reaching a deal.
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Handout 12-3**Barrier Role-Play Scenarios (Structured Experience 12-10)****Scenario A (Round 1)*****Negotiation Role Choices (select one of the characters to play):***

Debbie, the Chief Operating Officer at a large real estate development corporation, leads a negotiation team to work out the details of a contract with Brian, the President of ABC Construction, Inc., who won the bid to build 50 homes in a new residential housing development. Although negotiations have started well, Debbie feels uncomfortable around Jeff, the construction foreman on this particular project. Jeff is part of Brian's negotiation team, and he has made occasional comments during meetings that make Debbie feel as though he does not respect her knowledge of the construction industry or her position at her company. She has mentioned this to Brian, but she is unsure whether she has addressed the issue with Jeff. Debbie has been hesitant to approach Jeff, as she wants the deal to be a win for both sides and would hate to have personal feelings get in the way. It is now time for the next meeting, which will focus on which companies to hire as subcontractors to handle the plumbing, electrical work, and landscaping.

1. Debbie—COO and negotiation lead for developer
2. Brian—President of ABC Construction
3. Jeff—Foreman for ABC Construction

Scenario B (Round 2)***Negotiation Role Choices (select one of the characters to play):***

Ken, a marketing director for a national clothing retail chain, works with representatives from the company's current advertising agency, Harrison Advertising, to launch a new marketing campaign that focuses on a one-day sale that will provide deep discounts for customers on all men's and women's apparel for spring. Although most people involved on both sides of the negotiation are in agreement about the campaign (how it will look and how much it will cost), Sarah, the head of finance for the retailer, has become what Ken perceives as a roadblock. She does not think the main advertising idea, "Swing into Spring," is the most effective one that will draw customers to the store. She thinks it's been done before, is not very creative, and that the advertising agency can do much better. Sarah is an important stakeholder for the marketing campaign and her support is needed to move forward, but her behavior at meetings interferes with progress. Joe, the lead advertising representative for Harrison, has mentioned to Ken that he's concerned that Sarah is a spoiler. It's almost time for the commercials about the sale, and Joe is worried he will not have enough time to produce the ads. Everyone is about to go into the next meeting about the campaign.

1. Ken—Marketing Director for retailer
2. Sarah—Head of finance for retailer
3. Joe—Advertising agency representative

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Handout 12-3, continued

Barrier Role-Play Scenarios (Structured Experience 12-10)

Scenario C (Round 3)

Negotiation Role Choices (select one of the characters to play):

Rick, a project manager for a high-tech organization (Future, Inc.) that makes desktop publishing software, is negotiating the terms of an agreement with Translation Needed, a company that will translate the language in the software from English to a variety of other languages so users in non-English speaking countries can use the product with ease. Deadlines appear to be an obstacle in the negotiations. Cathy, the head of software development at Future, is concerned about when the translation work will be completed; the deadline seems to change as new information about the steps in the process comes to light each time the representatives in the negotiation meet. Rick and Cathy have had numerous conversations about this issue, and now it is time to discuss it with Sue, the negotiation team leader at Translation Needed. During the course of the past two meetings, it appears that Sue has presented excuses about why the deadline needs to be later. Future has had good success with this organization in the past, so they'd like to stick with Translation Needed to get the job done. It's time for their next meeting with the negotiation teams.

1. Rick—Project manager for Future, Inc.
 2. Cathy—Head of software development for Future, Inc.
 3. Sue—Negotiation team leader for Translation Needed
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Handout 12-4**Ethics Case Study (Structured Experience 12-11: Examining Ethics)**

A representative from a biomedical firm, BioMeds, Inc. negotiated the sale of the firm's new product to PharmCom, a big pharmaceutical company. The product is a cholesterol-lowering drug that in clinical trials had fewer side effects than competing products. During the negotiations, PharmCom representatives assured BioMeds that they would heavily market the drug so BioMeds could earn royalties from sales. The terms of the agreement, however, gave PharmCom the right to shelve the drug if it wanted to and move forward with a marketing campaign at its discretion. Once the sale was complete, PharmCom decided to stop marketing the drug. BioMeds later learned PharmCom never really intended to sell the drug; it was just trying to get the BioMeds product off the market because it competed with two similar products it currently sells to the public and markets to physicians. PharmCom's current products generate a significant amount of revenue, but the company's CEO wants to see those numbers go even higher as competition increases. BioMeds entered into the agreement confident that it was a win for both them and PharmCom. The firm invested a considerable amount of time and resources to investigate pharmaceutical companies to negotiate with and sell the drug to, and PharmCom came out on top with regard to reputation. In light of the new information about the lack of marketing for the drug, BioMeds is now consulting with its attorneys to see if a lawsuit against PharmCom is in order.

Adapted from: Shell, G. Richard. *Bargaining for Advantage: Negotiation Strategies for Reasonable People*. New York: Penguin Group, 2006.
