



# 6 PRINCIPLES TO... Negotiate ANYTHING™



with  
**Ed  
Brodow**

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# LEADER'S GUIDE **PREVIEW**

## Source Material:

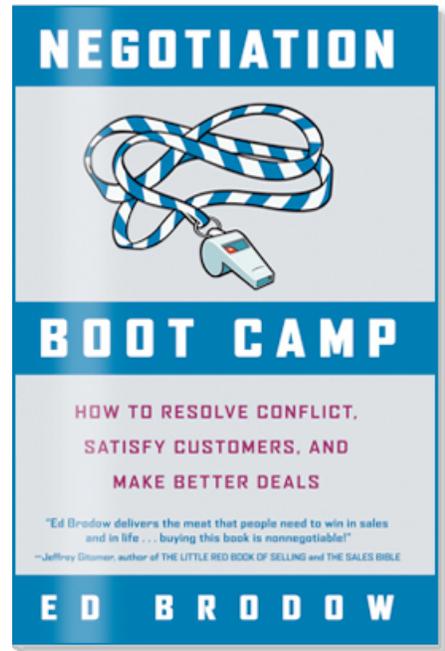
***Negotiation Boot Camp: How to Resolve Conflict, Satisfy Customers, and Make Better Deals***  
by Ed Brodow

**Hardcover:** Doubleday Currency

**Audio Book:** Random House Audio

As follow-up to this program, it is recommended that each participant receive a copy of ***Negotiation Boot Camp***.

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# PREVIEW

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PREVIEW

# Introduction

Negotiation is your most powerful tool for relating to other people and dealing with conflict. Each and every day of your life, in your business and personal interactions, you are forced to negotiate constantly.

People who have mastered the art of negotiation have a much easier time on this planet. The purpose of negotiation is to get your needs addressed in a positive way. Yet for many of your participants, negotiating remains a challenge because they have never really learned the ABC's of bargaining and making deals. Yet there is good news: It isn't particularly difficult once you understand the basic concepts.

This DVD program, with its accompanying Participant Guide, has distilled the art of negotiation into Six Core Principles. Following these principles will help your participants to get what they need and want from other people, and to have more control over their lives. And it will make them more productive in their jobs. Those who are in management will learn how to be better listeners and how to negotiate employee conflicts and project requirements. Salespeople and buyers will learn how to negotiate their contracts. Everyone, regardless of their occupational specialty, will find significant benefits from this course.

## **The DVD will show your participants how to:**

**Improve their negotiation consciousness** – by being assertive and learning the correct way to challenge other people's assumptions.

**Ask the right questions** before they negotiate, so they are prepared when the negotiation begins.

**Present their position with authority** – so the other negotiator will be intimidated by them and not the other way around.

**Have confidence in themselves** so that their interactions with others will be more productive and more enjoyable.

# Learning Objectives

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

- Ask for all the things they need and obtain the cooperation of others.
- Prepare themselves for an upcoming negotiation by knowing the questions to ask in advance.
- Listen effectively so that the other negotiator will reveal their secrets.
- Take their time so they make fewer mistakes.
- Obtain more concessions from the other negotiator than they ever thought possible.
- Communicate that they are not desperate and that they really don't need to make a deal.
- Feel confident throughout the negotiation process.

# Course Overview

The **6 Principles of Negotiation** course is a DVD multi-media learning package designed for classroom facilitation and instructor-led training (ILT). The video program (21 minutes) focuses on the six most important concepts that every successful negotiator needs to know.

You will find everything you need for either a 2- or 4-hour workshop on negotiation skills.

Customization and flexibility are primary objectives of the program. Print components, including this *Leader's Guide*, are included on the copyright free CD-ROM in your instructor's kit. The Microsoft PowerPoint® presentation on the CD-ROM is a great tool for organizing, outlining and hammering home your key points. The PowerPoint® presentation is easy to customize and will help you stick to your agenda. You can also print out the PowerPoint® presentation as a handout and photocopy it for attendees.

# Session Agenda

## 2-hour session

Introduction	10 minutes
View DVD and Discuss	50 minutes
Negotiation Role-Play	25 minutes
Discuss	15 minutes
Commitment to Action	10 minutes
Session Debrief/Questions	10 minutes

## 4-hour session

Introduction and Overview	20 minutes
Discussion: What We Don't Like About Negotiating	20 minutes
View DVD and Discuss	50 minutes
Negotiation Quotient and Discussion	30 minutes
Break	20 minutes
Negotiation Role-Play	25 minutes
Discuss Outcomes of Role-Play	30 minutes
Commitment to Action	30 minutes
Session Debrief/Questions	15 minutes

# Preparing for Your Session

## Prior to the session, make sure you:

- Review the program several times and become familiar with the content.
- Review the *Leader's Guide* and determine which agenda will be appropriate for your organization.
- Review the Negotiation Role-Play so that you understand the various factors that will be involved in this exercise.
- Outline your presentation, considering your audience and objectives.
- Find opportunities in the materials where you feel you have a personal story or anecdote to add to the program. In particular, be prepared with a story for each of the Six Core Principles. This will help support the material and personalize the session for you and your participants.
- Review the PowerPoint® slides and determine if they need to be customized for your organization.
- Determine where the training program will take place. Do you need to schedule or reserve space?
- Identify the number of attendees making sure you have appropriate accommodations for any participants with disabilities.
- Make sure you have the following equipment and materials:
  - Flip chart and markers
  - TV/DVD player with remote control
  - Computer and screen (if you choose to display the PowerPoint® slides on screen.)
  - Sufficient copies of the Negotiation Role-Play.

# Leader's Flow:

## Introduction

Review the DVD introduction and the material in the Participant Guide:

- Definition of Negotiation
- Being Assertive & Challenging Everything
- Setting Targets

For each point, prepare stories and examples. Use *Negotiation Boot Camp* by Ed Brodow as source material.

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# Discussion: What We Don't Like About Negotiation

For most people today, if you bring up the subject of negotiation, it has a lot of negative connotations. Negotiators are thought to be obnoxious and rude. The very idea of being assertive about your needs is held in low regard. Give your participants the opportunity to voice their doubts and fears. Most of them will stem from unpleasant experiences they've had or from their lack of training in negotiation techniques.

## Ask these questions:

- Have you ever felt that you were taken advantage of in a negotiation?
- Did you ever feel outgunned by your negotiation opponent? That they were just better at it than you?
- Do you know people who are good at negotiation? Do you find them “pushy?” Have you ever been embarrassed to be in the company of someone who was assertive?
- What reasons lie behind your reluctance to negotiate?

# Run the DVD and Discuss The Six Core Principles

## 1. Aim high

Questions:

- What obstacles prevent us from aiming high?
- How can we overcome those obstacles?

## 2. Do your homework

Questions:

- Why is it essential to view the negotiation from the other side's perspective?
- Where can you find information about the other side?

## 3. Listen

Questions:

- Why is it so difficult to be a good listener?
- What are the benefits of listening more than you speak?
- How can you come up with powerful open-ended questions?

## 4. Be patient

Questions:

- What are the obstacles to being patient?
- How can you deal with being rushed?
- What are the advantages to taking your time?

## 5. Always get something in return

Questions:

- What happens when you give something away without demanding return concessions?
- How should you phrase your demand for return concessions?

## 6. Always be willing to walk away

Questions:

- Why is it difficult to contemplate walking away from a negotiation?
- Why is it so important to send a message to the other negotiator that you are willing to walk away?

# Negotiation Role-Play & Discussion

This negotiation role-play involves the buying and selling of a ticket to the opera. It should take twenty-five minutes for preparation and negotiation, then an additional period for discussion. Review the two information sheets below.

## ***Instructions for facilitating the exercise:***

1. There are two information sheets, one for the Buyer and one for the Seller. Duplicate and number the information sheets. Buyer #1, Seller #1; Buyer #2, Seller #2; etc.
2. Inform the participants that they will have ten (10) minutes to prepare and then fifteen (15) minutes to negotiate.
3. Break the group up into pairs and distribute the information sheets. Be sure (a) you don't give anyone both sheets, and (b) each pair has one of each (Buyer and Seller). Hand out the information sheets so that each participant is sitting next to or near their partner. For example, Buyer #5 should be sitting near Seller #5, and so on.
4. Give them ten minutes to prepare. At the end of the ten minutes, ask if anyone needs more time. If so, give extra time (or not) at your discretion. When everyone is ready, remind them that they have fifteen minutes to negotiate and then tell them to begin.
5. Give a warning when there are five minutes remaining.
6. At the expiration of the fifteen minutes, call "Time's up." Ask if any teams have not yet made a deal. Give additional time (or not) at your discretion. Ask partners to swap sheets and read each other's information.
7. When everyone is done, write down the outcomes so everyone can see the range.
8. During the discussion period, ask each participant the following questions:
  - What was your outcome and how did you reach it?
  - How did you probe to discover the other side's weaknesses?
  - What were the major obstacles to reaching agreement?
  - How many minutes did the negotiation take?
  - Are you both satisfied with the outcome?
  - How did you apply the Six Principles and what areas do you think you need to work on?
  - If you had the opportunity to do it again, what would you do differently?

Here are the two information sheets:

(First Sheet)

## Opera Buyer

Your best friend is debuting as an opera singer tonight in Verdi's famous opera, Rigoletto. There was a message on your voice mail this afternoon saying that your friend will be looking for you in the audience, so you better be there. You need one ticket for the performance. You have a total of \$15 to spend. Coincidentally, the box office has one ticket left at \$15. However, you know that people sometimes sell tickets outside the opera house at a discount.

You have been waiting outside the opera house for two hours, but nobody has offered to sell a ticket. Finally, Seller has arrived with an orchestra ticket for sale. The curtain goes up in exactly fifteen minutes. If you don't buy Seller's ticket in fifteen minutes, you will be forced to pay \$15 at the box office, leaving you with nothing left from your \$15. (Assuming the one remaining ticket is still available.)

If you don't make a deal with Seller, you will be left with nothing. Any price from Seller less than \$15 will allow you to keep more of your \$15 (and your friend the opera singer will never know).

All Seller knows about your situation is that the deal has to be completed before the curtain goes up in fifteen minutes.

**Before the negotiation begins, write down the answers to the following questions:**

1. The most you will pay for Seller's ticket is: \$
2. Your goal is to pay no more than: \$
3. Your estimate of what Seller hopes to get is: \$

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(End of First Sheet)

(Second Sheet)

## Opera Seller

You paid \$15 for an orchestra ticket to Verdi's famous opera, Rigoletto, by mistake. You thought Rigoletto was a new rock group from Croatia. Actually, you hate opera with a passion and your friend has tickets to a Lady Gaga concert across town. You have been trying to sell your ticket outside the opera house for two hours, but no buyers have appeared. The curtain goes up in exactly fifteen minutes.

Finally, Buyer has arrived looking for a ticket. If you don't sell your ticket to Buyer in fifteen minutes, you will have lost your \$15 and you will wind up with nothing. Any price Buyer offers you is better than nothing. The more you get, the more you will have available to buy hot dogs at the Lady Gaga concert.

All Buyer knows about your situation is that the deal has to be completed before the opera begins in fifteen minutes.

**Before the negotiation begins, write down the answers to the following questions:**

1. My asking price is: \$
2. The lowest price I will accept is: \$
3. My estimate of what Buyer hopes to spend is: \$

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(End of Second Sheet)

# Negotiation Quotient/Discussion

Ask the participants to complete the Negotiation Quotient in the Participant Guide. Give them a few moments to do this.

Go around the room and ask each participant to reveal the areas where work is needed.

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# Commitment to Action

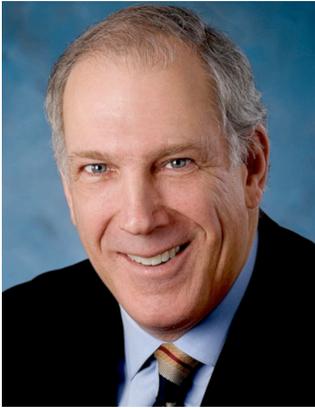
1. **SAY** the following:  
*Now it's time for you to make some decisions about what actions you are truly willing to commit to doing back in your work environment. We have discussed some examples of negotiations that you all face back on the job, however nothing will change unless you make a conscious effort about doing something differently. Take a few minutes to make a commitment to yourself about how you are going to upgrade your Negotiation Consciousness.*
2. **DIRECT** participants to the Commitment to Action page in their guides.
3. Allow participants several minutes to think about what they are willing to commit to doing and what event they believe will drive the necessary changes.
4. Go around the room and ask each participant to **SHARE** one thing they are committed to doing differently as a result of this training program.

# Session Debrief/Questions

1. **DIRECT** participants turn to the *Quick Review* page in their guides.
2. **DISCUSS** the *Quick Review* and give them a chance to ask questions about any aspect of the program.
3. Here are just a few thoughts to consider as you leave here today and prepare to put your plans into action (put this in your own words):

***The ideas in this course have the potential to make you a very powerful person. By being a good negotiator, you can exercise amazing control in all aspects of your life. Using the Six Core Principles, you will find a more amiable, enjoyable way of getting what you want, both in business and in your personal life.***

# About Ed Brodow



Ed Brodow is an internationally renowned expert on the art of negotiation. SEC Chairman Harvey Pitt dubbed Ed the “King of Negotiators.” Forbes Magazine agreed, ranking Ed as one of the nation’s leading dealmakers along with Senator George Mitchell and Citigroup CEO Sanford Weill.

Ed is the best-selling author of four books including *Negotiation Boot Camp: How to Resolve Conflict, Satisfy Customers, and Make Better Deals* (Doubleday) and *Beating the Success Trap: Negotiating for the Life You Really Want and the Rewards You Deserve* (HarperCollins).

For nearly two decades, Ed Brodow’s *Negotiation Boot Camp*® seminars have sharpened the deal-making skills of thousands of executives from senior management, sales, purchasing, legal, customer service, contracts, marketing, engineering, insurance, and other business world competencies. His impressive client list includes Microsoft, Goldman Sachs, The Hartford, Starbucks, Johnson & Johnson, Learjet, American Express, Raytheon, Cisco Systems, Philips, Symantec, Hyatt, Baker Hughes, IBM, ConAgra, KPMG Peat Marwick, Kimberly-Clark, Philip Morris, Quest Diagnostics, Seagate, The Gap, Revlon, 3M, Zurich Insurance, Mobil Oil, the IRS, and the Pentagon.

As a keynote speaker, Ed has enthralled more than 1,000 audiences in Paris, Athens, Tokyo, Bogota, Sao Paulo, Toronto, and New York with his charismatic stage presence, infectious humor, and practical ideas on negotiation and success. A nationally recognized television personality, he has appeared as negotiation guru on PBS, ABC National News, Fox News, *Inside Edition*, and *Fortune Business Report*. His two-hour PBS negotiation special garnered rave reviews. Followed by hidden TV cameras in New York, Boston, and San Francisco, Ed proved to American consumers that they have the power to negotiate better deals in department stores and retail malls.

Ed Brodow’s innovative negotiating strategies have been showcased in *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal*, *Entrepreneur*, *Business Week*, *Smart Money*, *Forbes*, and *Selling Power*. A true “Renaissance Man,” Ed has been a corporate sales executive (IBM, Litton Industries), US Marine Corps officer, novelist, and Hollywood movie actor with starring roles opposite Jessica Lange, Ron Howard, and Christopher Reeve. A veteran member of Screen Actors Guild, he lives in Monterey, California. Ed’s website is [www.brodow.com](http://www.brodow.com).