

**Secrets of Power Negotiating for Salespeople.  
Inside secrets from a Master Negotiator.**

**Roger Dawson**

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Roger Dawson sees three major trends developing.

The first trend : buyers are becoming better negotiators. Customers can improve their profits by selling more by either going head-to-head with a competitor or creating a new market share through product innovation, by reducing operating expenses via employee attrition or upgrading their equipment and by doing a better job negotiating with their suppliers.

The second trend: buyers are better informed than ever. Knowledge is power.

The third trend: salespeople are facing a role reversal. In the past the role was highly defined, now salespeople host other tasks such as buyers for retailers, specialty stores .... Salespeople need to be more intelligent, versatile, better trained and being better negotiators.

Beginning sales negotiating gambits.

These are crucial in your negotiations and must reflect a careful evaluation of the buyer, your market, the buyer's organization and other crucial conditions. Here you can lose or win the negotiations.

7 key rules apply:

1. Ask for more than you expect to get. Provide yourself with plenty of 'wiggle room' so you can work toward the middle ground to find a solution with which both sides can live.

2. Bracket effectively. The trick is to get the buyer to state his or her position first. Once on the table you can bracket this with your counteroffer.
3. Never say 'Yes' the first time.
4. Flinch. Use your body language to flinch in surprise in reaction to a proposal from the buyer.
5. Play the reluctant seller. This usually feeds the desire of the opponent to strike the deal. But be wary of the reluctant buyer.
6. Concentrate on issues. Maintain your cool, don't get angry or upset. Stay calm and concentrated.
7. Use the Vise gambit: 'You'll have to do better than that!' Concentrate on the bottom-line dollar.

Middle sales negotiating gambits.

In this phase you keep the momentum going and you should be able to respond to the pressures that pull you and your opponent apart.

- Appeal to a higher authority. Very popular technique: claiming that you must consult to a higher authority before making the final decision. Be vague on the higher authority. You are shifting the pressure of your shoulders without confrontation. But your opponent can see this as not talking to a decision-maker. The gambit is a ruse: you might have the decision power but you don't want your opponent to know that. If this gambit is used on you by a buyer then you could call on their ego, get

their commitment that they recommend you to the higher authority or get them committed to some decision, subject to other consideration.

- Note the declining value of services. When you make a concession, ask for a reciprocal concession immediately. The 'Declining Value of Services' principle states that although the value of any given material object you buy may go up in value over time, the value of services will decline rapidly after those services are performed. Never trust 'I'll make it up later'.

- Never offer to split the difference.

When the middle ground is close and apparent, never offer 'to split the difference' yourself but encourage your opponent to do so. This can be the starting point for further negotiations.

- Mind the 'Hot Potato'. Buyers like to pass you their problem and make it yours. Test the problem immediately for validity.
- Watch your trade-offs.

#### Ending sales negotiating gambits.

Here you are preparing to get the buyer's final commitment.

- Good guy/ Bad guy
- Nibbling  
Here you are suggesting an additional concession after the decision is made. This can sweeten the deal and get them to agree to something they would not have agreed to earlier.
- Pattern of concessions  
You have to avoid 4 common errors when making concessions: the equal-sized concessions, making the final concession a big one, giving it all away

up front and testing the waters with small initial concessions.

- Withdrawing an offer  
When a buyer always comes back to a certain position you can withdraw your offer. But here you are gambling; so, use this only in extreme cases and only in combination with other gambits.
- Position for easy acceptance  
The best negotiations are these when you both walk away with a Win feeling.
- Writing the contract  
You will always overlook details until a written contract is created. You should write yourself the contract because your interpretation will stand.

#### Find out how much a buyer will pay.

The author describes 4 techniques:

1. Raise their top-offer by hypothesizing what your higher authority might be willing to do.
2. Determine their quality standards by offering a stripped-down version of your product.
3. Establish the most they can afford by offering a higher quality version.
4. Remove yourself as a possible vendor.

#### Know the buyer's personality.

Knowing the personality ( level of assertiveness and level of emotion ) and style of the buyer.

In the book, the author develops 4 different personality styles: pragmatic, extrovert, amiable and analytical.

Conclusion: This book is providing a lot of tools such as:

- Set of rules for beginning the negotiation
- Six negotiating gambits
- Closing gambits

- ❑ Techniques to find out the buyer's negotiation range
  - ❑ Strategy to downplay the importance of money
- ❑ Tips when buyers try to intimidate you.
  - ❑ A personality driven approach