

Mastering the Art of Negotiation Workbook 1

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Key points summary

- **Definition of Negotiating vs. Selling**
 - **Selling:** Occurs when a salesperson's need to sell exceeds the buyer's need to buy.
 - **Negotiating:** Happens after both parties have agreed they want to transact; it's about finalizing terms.
- **Win–Win Mindset** True negotiation seeks mutually beneficial outcomes that strengthen ongoing relationships, rather than split-the-difference compromises that breed distrust.
- **Variables, Not Just Price** Every negotiation has multiple “coins” or variables (e.g., delivery terms, service levels, future commitments). More creative variables → greater joint value.
- **Seesaw Analogy** Imagine a perfectly balanced seesaw. Every time you give a “coin” of value, you must secure something of comparable value in return to regain balance.
- **Planning Is Critical** Before negotiating, identify:
 1. **Your variables** (what you can offer)
 2. **Theirs** (what they might bring)
 3. **Their needs** and the relative value of each variable
 4. **Your reservation point** (the point below which you'll walk away)
- **Process + Practice**
 - **Process:** Employ a structured method (like mapping variables, determining priorities).
 - **Practice:** The more you rehearse the right variables and the seesaw mindset, the more skillful you become.

Exercises

Exercise 1: Identify Your Variables

1. Imagine you are negotiating to complete a small gardening Job with a customer. The customer wants to agree a price with you. In order to justify the higher price, think about what additionally you can bring into the discussion that give the customer a reason to agree a higher price? (These additions are called variables and could include things such as (The time you will start, how long it takes to complete the job, the resources that you will use, how you will dispose with the waste materials etc) Additionally, think of a list of additional things that you would like to get from the customer other than money for doing this job. (Quick payment, flexible working hours, free tea and biscuits etc) . See if you can think of a few more variables and list them below into the two categories
2. List **four** 'Give' variables you could offer which would be of value to the customer.

Give Variable #1

Give Variable #2

Give Variable #3

Give Variable #4

List four 'Get' variables that you would like to get from the customer apart from money for this job

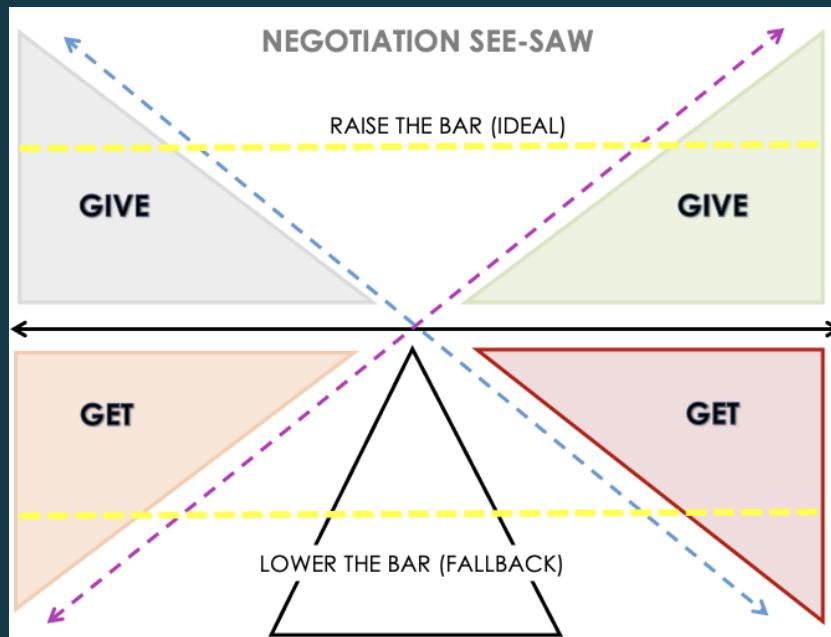
Get Variable #1

Get Variable #2

Get Variable #3

Get variable #4

Exercise 2: Seesaw Balancing



1. Draw a simple seesaw: one end labeled "You," the other "Other Party."
2. For each variable from Exercise 1, place it on your side with its estimated value expressed as either Low, Medium or High value.
3. Next to it, write the variable you'd seek in return to keep the seesaw level.

Activities

Activity 1: Role-Play Prep

- With a partner or alone, pick a real negotiation you'll face soon.
- Draft your “variable list” for both sides.
- Run through a brief role-play, practicing trading variables and invoking the seesaw analogy to ask for balanced exchanges.

Activity 2: Reflection Journal

- After your next negotiation (big or small), jot down:

1. Which variables you used.

Variables used

2. How balanced the outcome felt.

Notes on outcome

3. One thing you'd adjust next time.

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Reflections

1. **Selling vs. Negotiating:** When have you mistakenly tried to negotiate before the buyer truly wanted to buy? What happened?

2. **Variable Creativity:** Which “variable or coin” have you under-utilized in the past ?

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3. **Seesaw Check:** How do you feel when you give something without getting fair value? How can you better prepare to maintain balance?

- **Prepare** thoroughly: know your coins (Variables) and theirs.
- **Practice** the offers and counter-offers until they feel natural.
- **Balance** every concession with a fair gain.
- **Reflect** after each negotiation to continually improve.

With this toolkit, you'll move from split-the-difference deals to collaborative, value-creating partnerships—where everyone walks away better off.

Final Summary

Negotiation is about more than haggling over price—it's a structured exchange of value built on planning, creativity, and mutual understanding. By mapping out every variable you and the other party bring to the table, using the seesaw mindset to ensure balance, and practicing a clear process, you can turn negotiations into win-win outcomes that strengthen relationships. Remember:

Good luck, and keep practicing !

Inspiring Quote ““The most important trip you may take in life is meeting people half way.” — Henry Boyle