
Creating Options

Excellent negotiators are able to identify a wide variety of options to meet the interests of both parties. (Lewicki, 1993) “The more options that are generated, the greater the chances that one of them will effectively reconcile the differing interests of the parties.” (Fisher and Ertel, 1995)

Good negotiators present possible options to the other side to test their value in meeting both parties’ needs (e.g. “*I could lengthen the contract, Would that be valuable to you? What would I need to offer you to get a more flexible billing arrangement?*”) (Karass, 1970)

Agreement

Successful negotiators do not rush to agreement. They explore any unclear areas in the agreement or any reluctance by the other party. (Rackham, 1976)

Good agreements are very specific. As Lewicki observes, “it is strongly recommended the parties attempt to write down the exact language of the solution and a plan for implementation. It is usually when the parties attempt to draft the exact language that hidden misunderstandings, ambiguities and unclarities rise to the surface. It is at this stage...that some experts recommend a ‘one-text procedure’. In this procedure, one negotiator attempts to write down the exact language and wording of the agreement. The agreement is then passed between the parties until all parties agree...” (Lewicki, 1993)

Ury observes, “If you hurry your opponent at this stage, he will often react by exploding over something trivial or by suddenly finding fault with some part of the agreement. In order not to lose him, you need to slow down, back off and give him a chance to think...When you have reached agreement, take a moment to sum up: ‘*Let’s make sure we both have the same understanding of what we have agreed on.*’ Then go over the issue carefully. If possible, set down your agreement in writing. (Ury, 1991)