# Activity F: Tactics

Look at the following tactics and in your groups, decide if you would use that tactic or challenge it if it was done to you.

**Opening gambits**

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| **Tactic** | **Use?**  **Yes / Maybe / No** | | | **Challenge?**  **Yes / Maybe / No** | | |
| **Tactic 1: Always appear reluctant** I do not have to take this deal. I am interested in acting in good faith, but I may or may not accept the conditions of this deal. |  |  |  |  |  |  |
| **Tactic 2: Never, never, accept the first offer** A good negotiator always starts you at one extreme of the bargaining range. Counter with “that's an attractive offer but I still have real concerns”. |  |  |  |  |  |  |
| **Tactic 3: That's not good enough** This is the single most effective way to begin the negotiation on your terms. The other side may turn the tables on this and counter with “What will be good enough?” Avoid a direct answer to this. |  |  |  |  |  |  |
| **Tactic 4: Cringe and make a face** A little bit of theatrics goes a long way in negotiations. Shake your head or make a small sound of horror, then stay silent and let the other side maybe alter their offer. |  |  |  |  |  |  |
| **Tactic 5: Ask for the kitchen sink** Don't be shy in your first offer. Be bold, the more you ask for in the beginning, the better. If you ask for A, B & C and you'll settle for C, you can always trade A & B. |  |  |  |  |  |  |
| **Tactic 6: Neutralise the other side's perceived power** Don't let the other side make you feel slight or inferior, focus on your strategy. |  |  |  |  |  |  |
| **Tactic 7: Schedule sessions on your own turf** Like a football team, the home side has an advantage. |  |  |  |  |  |  |
| **Tactic 8: Use confusion to your advantage** When people are unsettled, they are easily influenced. At critical moments, it will be to your advantage to suggest a variety of complicated options. The option you favour is the easiest to understand. |  |  |  |  |  |  |

**Winning the middle of a negotiation**

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| **Tactic** | **Use?**  **Yes / Maybe / No** | | | **Challenge?**  **Yes / Maybe / No** | | |
| **Tactic 1: Resolve the small issues first** It is important to establish good faith at this stage; you are laying the foundation for the end of the negotiation. If you are getting bogged down, is there a smaller issue that can be resolved to start the process? |  |  |  |  |  |  |
| **Tactic 2: Always keep an impasse alive with set asides** This is an issue you agree to disagree on until a later date. Setting aside emotional issues gives both sides time to cool down. |  |  |  |  |  |  |
| **Tactic 3: Avoid the emotional land mines** Don't antagonise the other side over emotional topics. |  |  |  |  |  |  |
| **Tactic 4:** **Don't over-react when the other side says no** No does not necessarily mean never, it could be subject to change. |  |  |  |  |  |  |
| **Tactic 5: Be careful of the telephone and online** The telephone can be a double-edged sword. It can speed up the process, but it can also stop real movement on an issue. Like email, the words can be misinterpreted, and you can miss subtle visual clues to what the other side may move on.  Online negotiations can reduce the ability to see someone’s body language. One side can use a poor connection to their advantage. You could WhatsApp between your team while the meeting is taking place. |  |  |  |  |  |  |
| **Tactic 6: Get it in writing** It is good to consolidate what has been agreed and what is still to be agreed. It is much harder to retract a position once it is written down. |  |  |  |  |  |  |

**Closing the deal**

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| **Tactic** | **Use?**  **Yes / Maybe / No** | | | **Challenge?**  **Yes / Maybe / No** | | |
| **Tactic 1: Set a deadline** Letting things drag on can work against you. |  |  |  |  |  |  |
| **Tactic 2: Allow the other side to make the first move** Even if you set the deadline, you want the other side to come back with an offer. |  |  |  |  |  |  |
| **Tactic 3: Why not split the difference?** As soon as this is said, it changes the deal. We are down to finding where that split should go. 75/25 could be gained. |  |  |  |  |  |  |
| **Tactic 4: Lay planks through the quicksand** When the deal is stuck, is there some element that gets one side to move over that sticking point? For example: spreading the deal over a longer time; raises in instalments; back pay rounded-up; moving someone to another department. |  |  |  |  |  |  |
| **Tactic 5: The last-minute surprise** This is where one side throws in an unexpected demand, usually not so huge as to break the deal, but big enough to get that bit extra. |  |  |  |  |  |  |
| **Tactic 6: Know when to hold onto something and when to give up on that issue** Sometimes holding out on a condition at all costs can mean you lose the chance for a better deal. |  |  |  |  |  |  |
| **Tactic 7: You draft the document** If you supply the words, you can ensure they cannot be misinterpreted. |  |  |  |  |  |  |
| **Tactic 8: Making sure the agreement is  stuck to** Always agree when the changes happen and that the terms are carried out. |  |  |  |  |  |  |