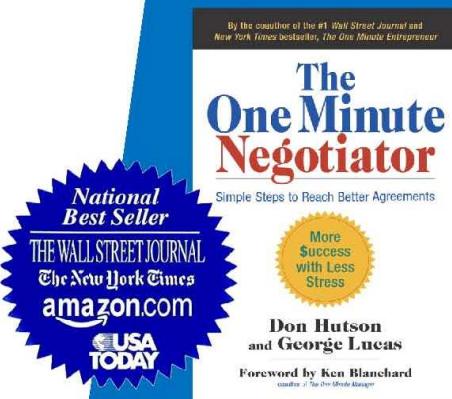


# The One Minute Negotiator

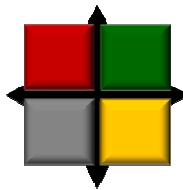
## "Ultimate Assessment"



**Proficient negotiators are not born;  
they're made!**

**This 360 assessment  
tool will provide you  
with surprising  
insights for every  
relationship in  
your life.**





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## I. The Purpose Of The One Minute Negotiator<sup>®</sup> Assessment

As you review these results, please keep in mind that the focus is on the way in which you negotiate. In The One Minute Negotiator: Simple Steps to Reach Better Agreements, by Don Hutson and George Lucas, Negotiation is defined as follows:

***"A negotiation is the ongoing process through which two or more parties, whose positions are not necessarily consistent, work in an effort to reach an agreement."***

Keep four aspects of this definition in mind as you consider this topic as you review your results in this report:

- A. Negotiations are usually an ongoing process; not an event;
- B. There are multiple parties involved who are operating both at the table and behind the scenes as influencers, or even decision makers;
- C. We are not talking about up-front agreements here. There must be a gap between what the sides are proposing on one or more issues; and
- D. There is no guarantee that the outcome from a negotiation will be an agreement. Instead it can only be stated that if communications continue to take place, there is a possibility that an agreement can be reached.

As its name indicates, “negotiaphobia” involves fear when it comes to the task of negotiating. In The One Minute Negotiator, the term is defined as:

***"A fear of negotiating based on limited experience, discomfort with uncertainty, and a lack of skills. Another less obvious symptom is the inability to adapt one's negotiation strategy to match the situation at hand."***

In reading your assessment report, it is important to recognize that negotiaphobes can encounter both fear and a lack of adaptability as a result of this “disease.” This report will help you as you work to overcome both issues.

This comprehensive computerized assessment was created as an instrument to enable you to gain an enhanced perspective of your own negotiation style. More specifically, we know that by completing all aspects of this assessment, and carefully considering your results in this report, you will gain the following benefits:

- A. Through your “Self-Report,” you will be able to evaluate your negotiation style by the answering of forty questions which will reveal your tendencies, in your own eyes, to negotiate using each of the four viable strategies.

- B. Similarly, when you email the questionnaire to those individuals in your three other constituencies (see note below), you will be afforded the opportunity to see how other key people in your life view your negotiation style. When you get the completed results, the average of all respondents in each constituency will be shown on your matrix. When there is sizable variability between your self-score and others' scores with regard to your style, these gaps inform you of potential "blind spots." This awareness will prove helpful as you go forward in your negotiations.
- C. This assessment provides you with a heightened knowledge of the practical use of the OMN matrix, and an in-depth understanding of the four viable strategies; as well as both the activation and cooperation axes. As you master an understanding of the matrix and its four quadrants, you will become a more proficient negotiator (greater effectiveness and efficiency).
- D. With the information contained in this report, you will be better prepared to use the "EASY 3 Step" treatment process from The One Minute Negotiator: Simple Steps to Reach Better Agreements in addressing your negotiaphobia, and generating more positive outcomes. The primary focus here is on one aspect of **Step 2: Assess – Evaluate your tendency to use each of the negotiation strategies.**
- E. After studying the results of your assessment, you will have a better understanding of your tendencies to use each of the four negotiation strategies. This will launch you on your journey toward learning and mastering the skill of adapting your negotiation style to be more effective based on the situation and the people on the other side of the table.

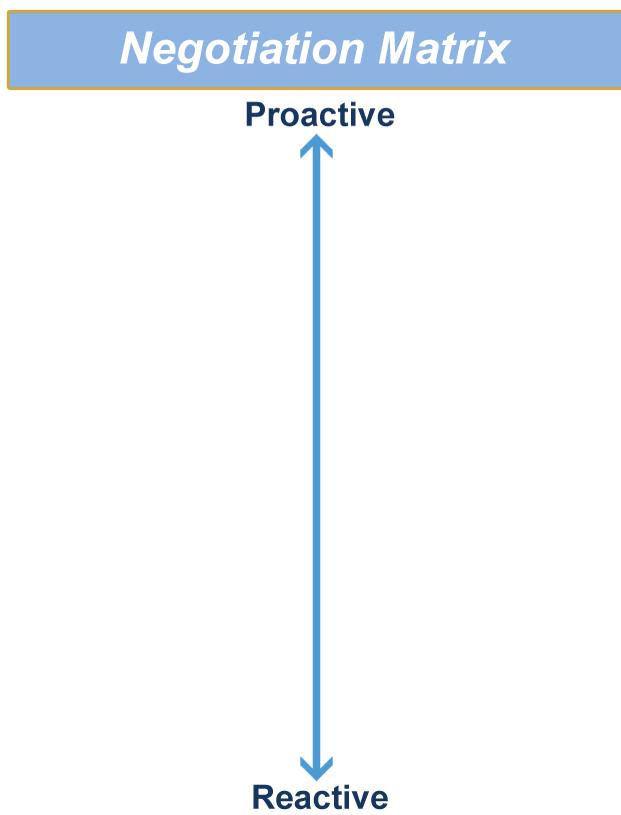
## **II. The Role of Activation and Cooperation in Understanding Negotiation Strategies**

In nearly two decades of experience in the field, one thing has become clear in working with negotiators. A large percentage of negotiators make the mistake of jumping to a tactic (an action intended to generate a desired or hoped for reaction) without having even *thought about* what strategy should work best. A strategy lays out the approach or philosophy a negotiator will deploy in any negotiation. A clear mistake is to prematurely kick out a price point, or make a demand with regard to terms or deliverables, that turns the entire process in the wrong direction. As you review your assessment report, keep in mind that your strategy is the direction you choose to follow, while your tactics are the moves you will make to get there.

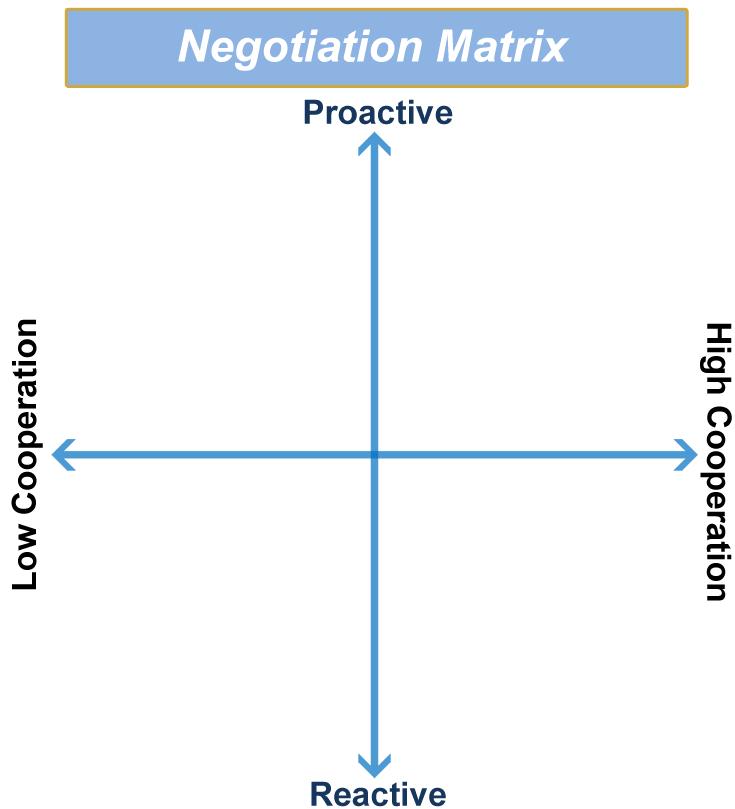
As you use this report as part of your E-A-S-Y negotiaphobia treatment process, you should be very aware that this assessment must be grounded in an understanding of the four viable negotiation strategies. These negotiation strategies can best be evaluated and more easily understood by looking at two important dimensions that define them: activation and cooperation.

Activation can most easily be understood by going back to your childhood years. When you were fighting with a sibling or cousin, and an adult entered the room to see what all the noise was about, they frequently asked a simple question; "Who started it?" This is the essence of understanding activation.

In the figure below, note that the vertical line with the labels *reactive* at the bottom and *proactive* at its top. Proactive parties in a negotiation are willing to initiate and advance the process, while reactive parties only respond to what the other side has said or done. As you will see as you read your report, in a large percentage of situations, it is far more effective to be proactive when a negotiation is needed to address differences in positions. Sitting back and waiting for things to take care of themselves only in a limited set of situations works out well.



The second and equally important dimension of the negotiation strategy matrix is cooperation. In considering negotiation strategies, people, to varying degrees, are either low or high on this dimension. Note that the horizontal line on the figure below that cuts the activation line in half. *Low Cooperation* negotiators (on the left side) are primarily out for themselves and focused on their own agenda, while *High Cooperation* negotiators (on the right side) demonstrate an interest in understanding and attempting to address not only their own issues and needs, but those of the other side or sides as well.

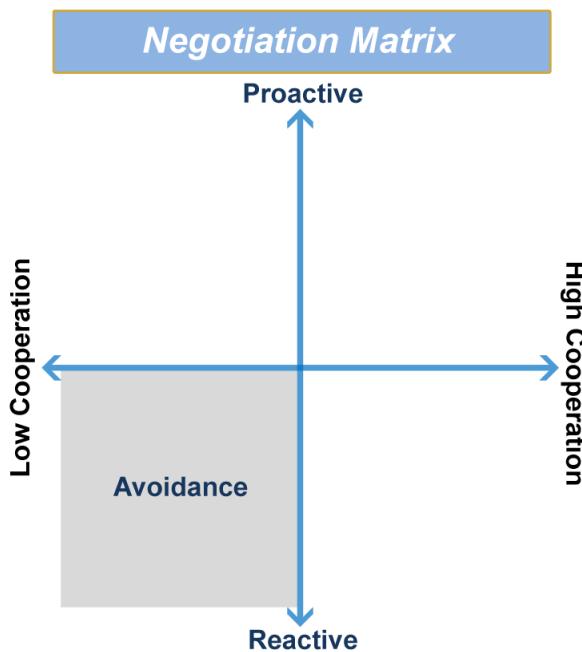


In the next section of this report, the four strategies associated with each of the four boxes created by intersecting the activation and cooperation lines will be identified, along with the applicability and pros and cons of each strategy being identified.

### **III. Description of Each of the Four Viable Negotiation Strategies**

#### **A. Avoidance: Low Activation/Low Cooperation**

The first strategy considered in this section is *Avoidance*. As you see by its placement on the matrix, this is a reactive and low-cooperation approach (lower left). In the matrix figure below, it is given the color gray because it is a negotiation strategy that's in the gray area of not overtly negotiating at all. This is the strategy uncontrolled negotiaphobes will default to a high percentage of the time.



In all but a small set of situations, this strategy does not work well. People often use the alibi that they don't have the time right now to deal with an issue as an avoidance excuse. This strategy is only effective under the following set of circumstances

1. The issue is insignificant, and has no potential to become significant in the future; or
2. Another better option is already in hand; or
3. There is no possibility of a resolution of a dispute, and thus time can be bought by using avoidance; or
4. There is a desire to keep from negotiating to maintain the status quo agreement (e.g. a buyer trying to avoid negotiations that might lead to a price increase or a salesperson trying to avoid negotiations that might lead to a price decrease).

**The positives associated with this strategy are as follows:**

1. In some rare situations, problems may solve themselves or simply disappear if avoidance is used as the time of crisis passes;
2. Parties have become emotional, and there is a desire to let yourself or the other side cool down before re-engaging;
3. It can cause the other side that is desperate to get a deal done to make aggressive concessions, or simply give in to your demands (they shift to an accommodation strategy; as will be discussed next); and
4. It circumvents wasting time with parties that show no signs of providing viable options.

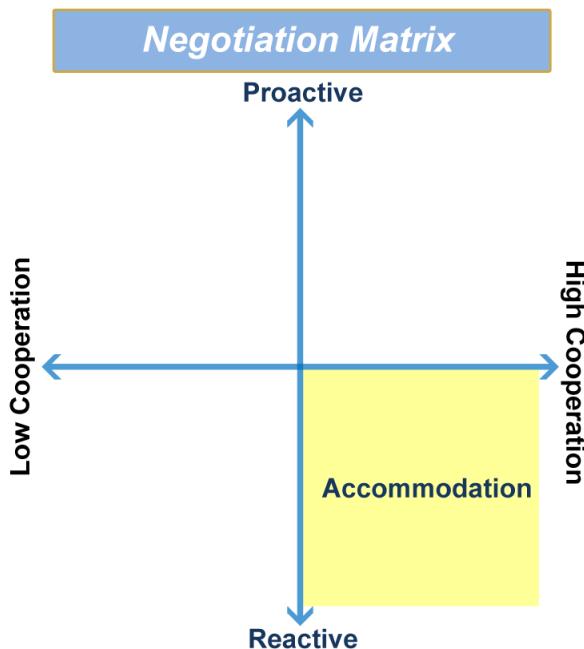
**The negatives associated with this strategy are identified below:**

1. In many instances, time does not heal anything; problems don't solve themselves, and the avoidance strategy ends up making matters worse;
2. The cooling off approach may be perceived by the other side as rudeness or indifference; thus only adding fuel to the fire;
3. Facing avoidance, the other side may simply move on to find partners that will engage with them in a negotiation using one of the three other strategies; and
4. What could have been partners with viable solutions will not be identified due to preconceived notions (viewed as too small to deliver, undeserved negative reputation, or unrecognized new capabilities).

As you review this report, keep in mind that due to negotiaphobia, many people vastly over use the avoidance strategy. Also, they tend to be unwilling to admit, or accurately report, how frequently this strategy is put into practice.

## B. Accommodation: Reactive/High Cooperation:

The next strategy in the matrix is *Accommodation*. It is properly placed in the lower-right box on the matrix; indicating that this is a reactive strategy accompanied by a high level of cooperation. It was assigned the color yellow because, like the midpoint on a stoplight, accommodation is a strategy that should only be used with great caution. Accommodation is basically giving in, and providing, or allowing the other side to take, what they are asking for.



When you are accommodating, a useful analogy is that you are bleeding from cut at the wrist. Any person with EMT training, or members of the Boy Scouts or Girl Scouts of America would know what should be placed above the elbow if someone were cut and bleeding from the wrist; a tourniquet to control the blood flow. Understanding that you are in fact accommodating is your “tourniquet” that will restrict the flow of money or other resources you have to give up to the other side in order to obtain or retain a deal.

Like avoidance, in all but a limited set of situations this strategy does not perform well for the person using it. People often use accommodation when they convince themselves that the other side has all the power or leverage in the deal. This is often a tainted perception, as the other side shows only its areas of strength, while the accommodator tends to fixate on their own flaws or weaknesses.

Accommodation is only effective when:

1. The other side is legitimately more powerful; or
2. When you need an agreement and must reach one with this party as you have no other alternatives; or
3. When you or your side have made a material mistake of commission or omission. This mistake must not have been induced by the actions or inactivity of the other side.

**The positives associated with this strategy are as follows:**

1. An agreement will most likely be reached, as you are offering what the other side is asking for;
2. The consequences of not reaching an agreement are not incurred; and
3. Face can be saved as the other side often does not ask for as much as you are willing to offer to correct the mistake.

**The negatives associated with this strategy are:**

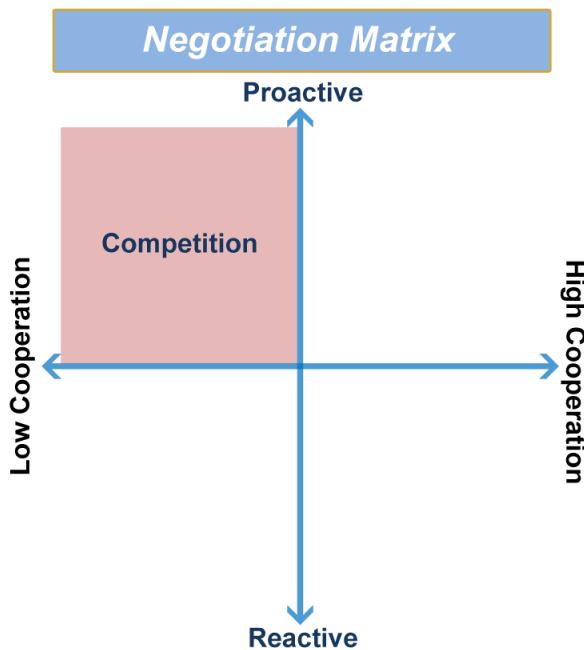
1. The other side may expect you to negotiate using accommodation in future encounters (you may be seen as having set a precedent);
2. You may have given up so much to get the deal that it ends up being very painful, and perhaps even one you simply can't live with; and
3. In addition to being seen as weak in this negotiation, others may hear of the deal and draw similar negative conclusions about your negotiation power and ability.

A very common mistake people make in negotiations is for them to think they can *build* relationships by accommodating. As a strategy, accommodation only allows you to *test* relationships. If the other side takes advantage of you when you are accommodating, you learn that you didn't have an actual relationship in the first place.

### C. Competition: Proactive/Low Cooperation

The focus now shifts to the top half of the four-quadrant grid, and its two proactive strategies. One sign you are managing your negotiaphobia is a shift in your propensity from the bottom half of the matrix to its top half. This is due to the general ability of the top two strategies to more frequently reduce your stress and generate superior results.

The color for the proactive/low cooperation competitive strategy in the top-left box is red. It should be associated with a flashing red stop light. When considering the use of this strategy, you should stop, think, and only proceed with a careful consideration of the situation at hand. In particular, you should evaluate the other alternatives you have to an agreement with this party, as competitive negotiations have the highest probability of producing a stalemate without securing an agreement.



The competitive approach is a win-lose strategy driven by knowledge, skills, and nerve. When you employ this strategy, you are engaged in a zero-sum game. This means the only way you can get an additional dollar is to take one away from the other side, and likewise, that party is trying to take that very same money away from you. The size of the pie is fixed, so you're only really fighting over the size of your slice.

When you are using a competitive strategy, you are in essence saying there is no real relationship. Experienced competitive negotiators don't worry about damaging relationships; you can't damage something that does not exist.

The best negotiators only use an all out competitive strategy when there is no opportunity to play win-win, and they rule out avoidance or accommodation due to the undesirable results they believe it will generate. Evidence of a competitive approach is a disinterest in the needs of the other party, early placement of aggressive opening positions on the table, or verbal attacks on the other party; or their organization. Experience shows that approximately one-third of all negotiations will fall completely in the competitive quadrant.

**Competition is most effective when:**

1. The other side has already demonstrated a competitive approach in this negotiation, or such an inclination based upon prior encounters; or
2. There is no potential for a long-term relationship; or
3. The other side lacks win-win skills or discipline; or
4. It is not possible to get more senior players from either side who understand their true needs for this negotiation engaged in the process.

**The positives associated with this strategy are as follows:**

1. The greatly reduced preparation time you must commit to, as you only need to invest in understanding your own side's needs;
2. The limited amount of time required to get positions on the table to make a determination if further discussions will be productive; and
3. The lack of involvement of senior players on your side who generally face the most severe calendar pressure.

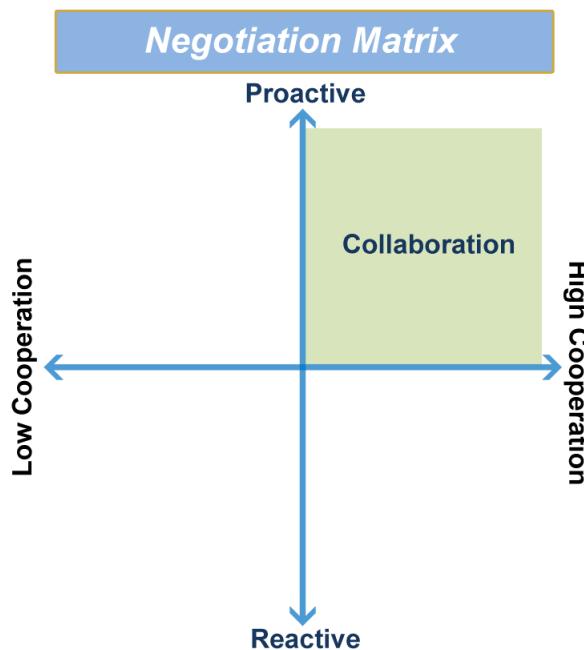
**The negatives associated with this strategy are:**

1. While positions come out early, both parties may have many back and forth exchanges over positions before any agreement is reached;
2. While symptoms may be placated, the competitive strategy is not well suited to true problem identification and resolution;
3. You should anticipate having to renegotiate the agreement all over again from square one near the conclusion of the current agreement;
4. It frequently results in agreements whereby one side or the other may try to get out of or modify the terms after the deal is done; and
5. Even when you get a relatively large slice of the pie, you still leave the negotiation having not explored the possibility of growing the size of the pie.

#### D. Collaboration: Proactive/High Cooperation

The top-right quadrant, signifying pro-activity combined with a high level of cooperation, is consistent with a collaborative (win-win) negotiation strategy. This last viable alternative is clearly the most advanced of the four strategies. When using this approach, the negotiation is based on all parties' true *needs*; not simply the positions being stated. It's a win-win strategy because here the focus lies in the possibility of growing the size of the pie, as opposed to just competing to grab a larger slice. The key to getting all sides' needs and capabilities on the table to make this happen is the creation and protection of a problem-solving environment. With such an atmosphere everyone feels comfortable openly sharing needs-based information, and then jointly developing solutions that have the potential to meet those needs. For this reason, collaboration must be based on a solid foundation of mutual trust and respect.

For maximum results, it is often advisable to involve additional players from each side to fully engage in discovery, solution development and advancing understanding and exploring the potential of a true collaborative relationship.



Problem solving to create a super option capable of delivering an exceptional outcome for all parties should be the expectation behind collaboration. If this were not a possibility, this strategy would simply not be worth the exposure and investment of time and effort required. True collaboration, while generally desirable, is somewhat rare. Based on field experience, only about 20 percent of all negotiations will involve people with the ability and the motivation to effectively collaborate.

**Collaboration is most effective when:**

1. There is a significant issue or opportunity being negotiated, or this negotiation has a solid probability of leading to a more significant deal; and
2. All parties either have the required collaborative skills to uncover true needs and build creative solutions, or are willing to learn them; and
3. Parties who know needs and have the authority to make decisions are engaged in the process; and

**The positives associated with this strategy are as follows:**

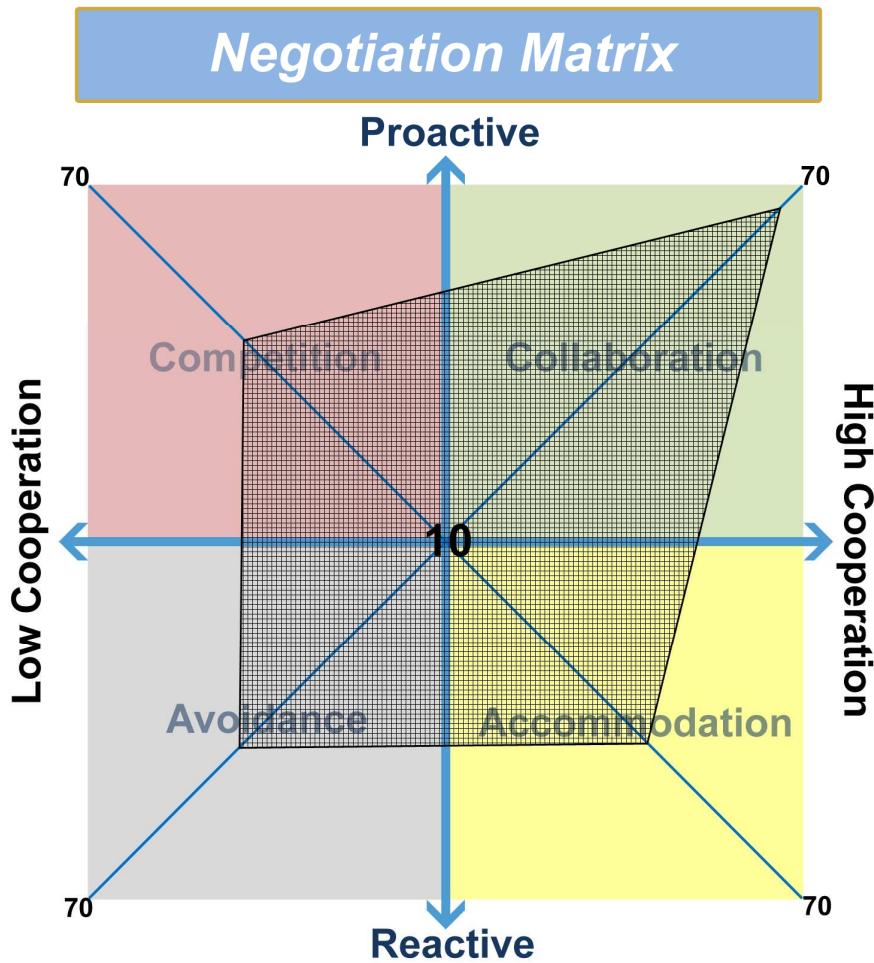
1. Problems actually get resolved and relationships move forward;
2. Creative ideas are generated and shared that could not be developed unilaterally; and
3. All sides regularly end up with a more favorable outcome than they could have anticipated at the start of the negotiation.

**The negatives associated with this strategy are:**

1. It requires more preparation time than any other strategy, as you work to comprehensively understand your own needs and begin to gain insights into the needs of the other side(s);
2. The number of people involved, including senior level players, is much greater than for any other strategy, and this dynamic increases the soft costs associated with any negotiation where collaboration is deployed; and the color of the box associated with collaboration is green. This should not be seen as a green light to always use this strategy. The color green is associated with money, and while it generally can only be used by you in 20% of your negotiations, for most parties it represents 80% of their overall success.
3. You may end up sharing information with another side that is not fully committed to a collaborative approach, and should they switch and go competitive they may end up using this needs-based information against you.

#### IV. Negotiation Matrix Graphic with Self-Report Results Plotted

In the graphic below, your self-report results are shown for the forty-question negotiation strategy assessment scale.



Your Collaboration self-score = 66.30

Your Competition self-score = 44.00

Your Accommodation self-score = 44.00

Your Avoidance self-score = 44.64

**Note:** Your raw self-report scores have been adjusted up by 30% for avoidance and down by 7% for collaboration. This adjustment is due to the repeatedly demonstrated tendency to significantly under-report avoidance tendencies and over-report collaborative leanings. This naturally takes place as respondents react to the statements in a fashion consistent with the way they wished they thought and acted, as opposed to how they actually think and act.

In considering the scores for each of the four strategies, in terms of the adjusted scores from your self-report responses as well as the responses from outside sources, the following scale will help you gain additional information from the data represented above:

<u>Score</u>	<u>Interpretation</u>
50 +	An extremely strong tendency to use this strategy, so strong that it may be used when one of the other three strategies is a better fit.
44 – 50	A strong tendency to use this strategy. It will likely be used properly.
35 – 43	A moderate tendency to use this strategy. There may be times when you fail to use it, or use it properly. This is particularly a concern for competition and collaboration scores.
34 and below	A low tendency to use this strategy. There will likely be many times when this strategy should be used, and you don't do so. Again, the biggest concern here is when your number for competition or collaboration falls within this range.

Frequently, the most important insight people glean from this report is the comparison between their accommodation and competition scores. Only about one-fifth of all people completing this assessment generate self-report scores where they are more prone to compete than they are to accommodate. This outcome has been shown to be a major characteristic of a proficient negotiator. When the other side goes competitive, and you are in reality more likely to compete than to simply give in, you will likely be afforded many more collaborative opportunities. That positive dynamic is because most of the time when the other side goes competitive, they do *not* expect to face competition in return. If they expect or experience reciprocal competition, they may intelligently adjust their own strategy and work with the other side in a more collaborative fashion.

## **V. A Perspective on Others' Reports: Fact or Perception?**

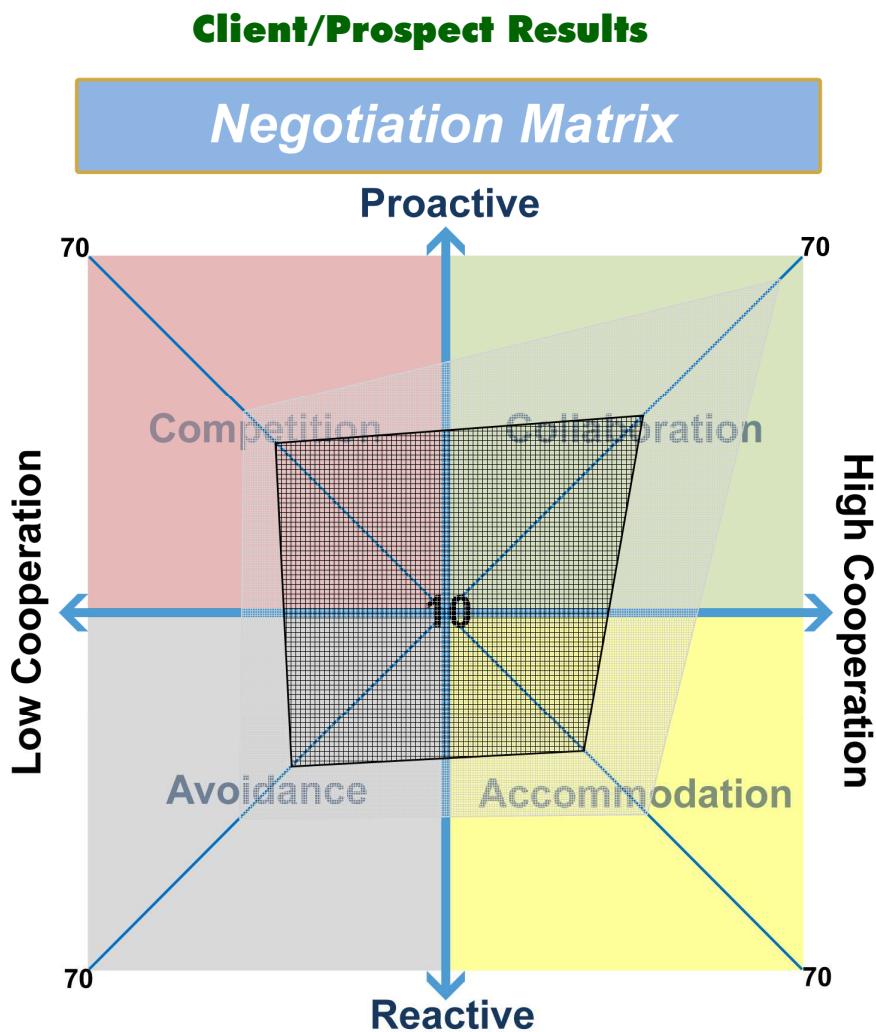
The individuals in the three constituencies you choose to poll for your assessment will provide a different perspective on how you negotiate. They will tend to score your negotiation tendencies in a manner consistent with their observations of you in prior encounters. This is one reason it was suggested that you poll only people who know you fairly well and have had multiple prior interactions with you.

A question that is frequently asked is, "Are these results from others fact or perceptions?" It is a valid question to which the answer is certainly that they are perceptions. You have probably heard the phrase that "perception is reality." That is not to assume that it is fact, as such, but that it is their reality even if no one else agrees with it. They will make decisions about how to negotiate with you based on their perceptions.

You will note that your matrix chartings will usually reveal "clusters." This is a device on which the efficacy of the assessment is based. When averaging your responses, you will have a representative "reading" of how other people in a particular constituency perceive your negotiation style. This "soft-science" approach can be extremely valuable in your quest to become a more proficient negotiator.

## **VI. Negotiation Matrix Graphic with Client/Prospect Results, Colleague Results, and Friends/Family Results Plotted - (with Adjusted Self-Report in the Background of each)**

In this section of your report, you have the opportunity to compare your self-report results (the way you see yourself in terms of mindset and actions in the area of negotiations) with the way your Client/Prospect, Colleagues, and Friends/Family perceive you. This is an extremely important comparison in that these key parties do not make decisions about how to negotiate with you based on what you think about you. Instead, they make these decisions based on what they think about you.

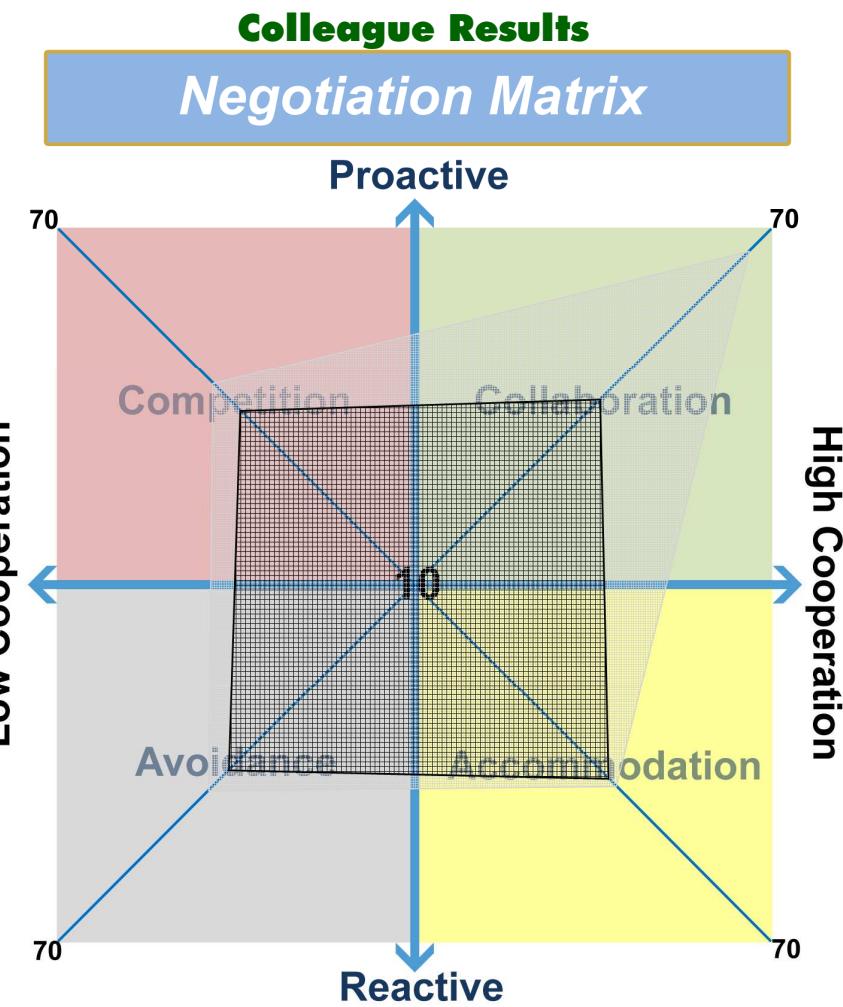


Your Client/Prospect Collaboration score = 43.33

Your Client/Prospect Competition score = 38.66

Your Client/Prospect Accommodation score = 33.33

Your Client/Prospect Avoidance score = 36.00



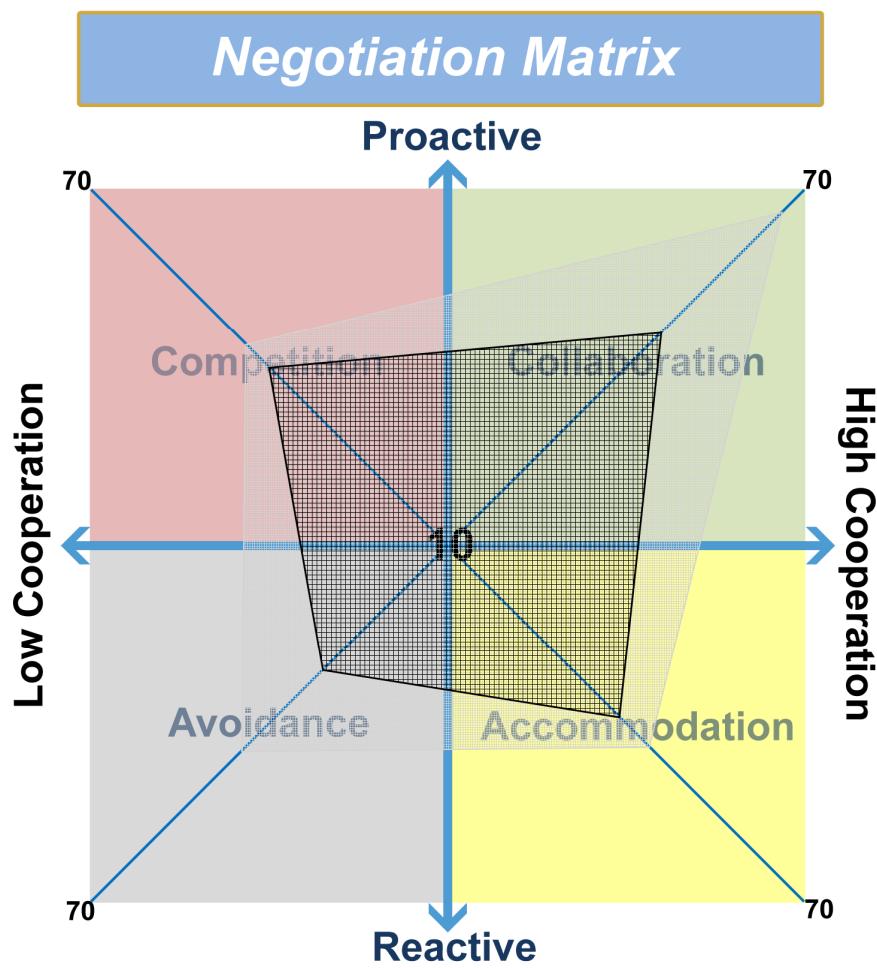
Your Colleague Collaboration score = 41.33

Your Colleague Competition score = 39.33

Your Colleague Accommodation score = 42.66

Your Colleague Avoidance score = 41.33

## Friends/Family Results



Your Friends/Family Collaboration score = 46.00

Your Friends/Family Competition score = 40.00

Your Friends/Family Accommodation score = 39.00

Your Friends/Family Avoidance score = 31.00

As you consider the points plotted on these matrixes, look for differences in how you see yourself in comparison to how these important groups of people with whom you negotiate perceive you. The possible combinations are explored below. You should consider a gap of 10 points or more to be significant.

### **Avoidance - Them rating you with a stronger tendency**

You may be looking past negotiation opportunities in a fashion damaging to you, and/or the relationship. This could be a sign that your negotiaphobia needs to be under better control.

### **Avoidance - You rating yourself with a stronger tendency**

You may be using avoidance in a fashion that is not even noticed by the other side. This might include you making changes to the deal that they do not recognize. It might also be an indication that you are being too tough on yourself for your limited use of this strategy.

### **Accommodation - Them rating you with a stronger tendency**

They are seeing you as more willing to simply give the other side what they are asking for than you are recognizing. Do not be misguided into thinking you are building relationships when you do this. This gap will tend to drive the other side to taking a more competitive approach to negotiating with you, as they search for quick and relatively easy wins.

### **Accommodation - You rating yourself with a stronger tendency**

They do not recognize you as being as willing to give in to get a deal as you feel you are. This could be a case of you being tough on yourself in terms of being easy to negotiate with, or them seeing what you give them as more in-line with concessions than accommodations. With concessions, both sides give something up and get something in return. The accommodation strategy involves one side giving and the other side taking.

### **Competition - Them rating you with a stronger tendency**

They see you as more of a win-lose negotiator than you do. This can be a positive in situations where competition is the proper play, but what about when collaboration is more of a strategic fit? Your perceived tough negotiating stance may be eliminating collaborative opportunities for you.

### **Competition - You rating yourself with a stronger tendency**

You clearly see yourself as more of a battler than they do, and this is frequently a positive result. The best competitive negotiators are not overtly competitive; they are covertly competitive. This keeps the other side from getting their guard up and rigidly protecting their own positions.

### **Collaboration - Them rating you with a stronger tendency**

This is one of the least likely scenarios. They are seeing you as more win-win than you do. The most likely possibility is that you are talking a win-win game, but in your own mind you are much more concerned with your own needs. You may be able to fool people for a while, but at some point they are likely to recognize that you are less collaborative in reality than you appear.

### **Collaboration - You rating yourself with a stronger tendency**

This is a frequently identified gap. You want to take more of a win-win approach, but your words and/or your processes are not coming across as collaborative. You may not be demonstrating adequate levels of interest in the other side's needs, and/or moving too quickly to solutions. True collaboration requires not only an advanced set of skills, but also strong discipline on your part to stick with the process.

## **Comparison of the Results Between Self-Report and the Three Input Sources**

Take a look at and analyze the three matrixes above - Client/Prospect Matrix, Colleague Matrix, and Friends/Family Matrix. The primary purpose of this analysis is to help you identify trends across these three groups. Should two or three of the matrices reveal a sizable gap of 10 points or more between their averages and your number, it should be a strong indication that you need to take a close look at the extent to which you actually use that particular strategy. The comments from the prior sections still apply should your result be significantly higher or lower on any of the four strategies.

## **VII. The Importance of Adaptability**

By now you have invested a great deal of time to help you assess yourself and your negotiation strategy tendencies. You also have gained perspective on how three other critical constituencies view you as a negotiator. Now that you have invested this time in understanding tendencies, it will only take a moment to think about what your comfort zone is, and see that particular approach as a match or a miss for any negotiation. Keep in mind that “negotiaphobes” not only avoid negotiations; they also demonstrate disease symptoms by their unwillingness to move outside their comfort zone in terms of how they negotiate. You must increase your adaptability if you are to treat your negotiaphobia and thus increase your rate of success.

The tables on the following pages provide a summary of the positives and negatives associated with each of the four strategies, and when each strategy is a fit for a given negotiation encounter. This information is central to doing an effective job in Step 3 of the E-A-S-Y negotiaphobia treatment process: Strategize.

One caveat is worth considering when it comes to adaptability. Some negotiators are too quick to throw in the towel when the other side does not immediately demonstrate a collaborative approach. The value of collaboration is so great that it is often worth the extra effort of both collaborating and subtly coaching the other side on how to use this highest-potential of the four strategies. That said, you do not want to get caught engaging in unilateral collaboration; which is in reality accommodation. As indicated in the chart above, there are times to engage in accommodation. It should not be done, however, when you are intending to collaborate. This confused approach results in uncontrolled “bleeding” on your side of the deal with the situation does not dictate this low-leverage strategy.

# Summary of the Positives and Negatives of the 4 Strategies

## Competition

### Positives:

- Less preparation time (own needs only)
- Early determination on deal viability
- Less time commitment from your senior players

### Negatives:

- Many back and forth exchanges
- Not solving the problem
- Ongoing re-negotiations
- Not growing the size of the pie

## Collaboration

### Positives:

- Problems get resolved
- Relationships advance
- Creative ideas are developed
- The pie grows

### Negatives:

- Lots of preparation time
- More people's time required
- Sharing of potentially damaging info

## Avoidance

### Positives:

- Sides may cool down if heated
- Prompts other side to make concessions
- No wasting of time with low-potential parties

### Negatives:

- Things often worsen
- May come across as rude
- Other side may just move on

## Accommodation

### Positives:

- A certain and quick agreement
- Consequences from no agreement are not incurred
- Other side may not ask for as much as you are willing to offer

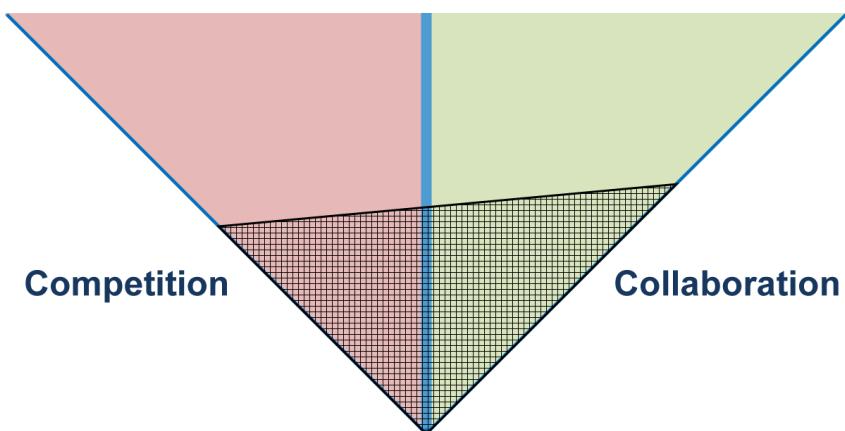
### Negatives:

- You may set a precedent
- Deal can be painful to live with
- Other parties may come to know you as an accommodator

## **VII. Golden Triangle (Competition and Collaboration) for Self, Client/Prospect, Colleague, and Friends and Family Reports**

The area of the matrix singled out in figure below is called the “Golden Triangle” for a positive reason; this is where the very best negotiators have a higher proportion of space on their grid. This space indicates the degree of your self-perceived and others’- perceived propensity to use the two proactive strategies; competition and collaboration. Lines connecting your total and the averages from the other three sources help you visually establish how much negotiation “real estate” you have in the golden triangle. As was highlighted in the prior section of the report, there are times when avoidance and accommodation are the proper move as you strategize, but for the majority of your negotiations, competition or collaboration will generate superior results.

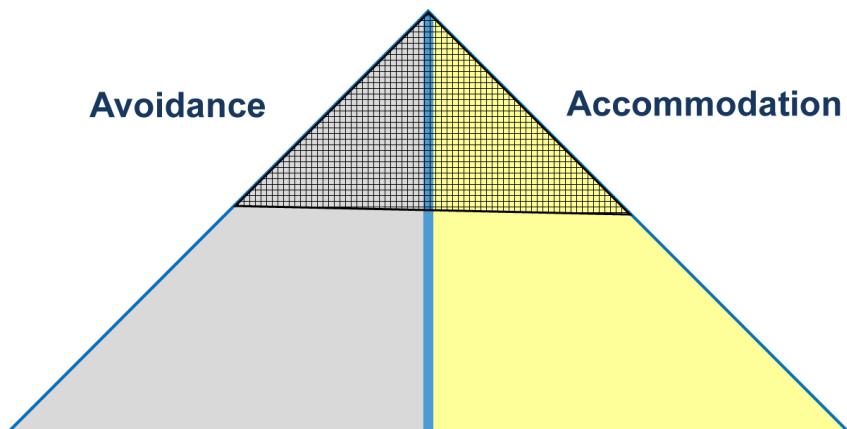
**The Golden Triangle**



## **VIII. Bermuda Triangle (Avoidance and Accommodation) for Self, Client/Prospect, Colleague, and Friends and Family Reports**

The figure below from the bottom half of the strategy matrix is conversely called the Bermuda Triangle for a negative reason; the larger the area you have here, the more likely you are to engage in unsuccessful negotiations. The geographic Bermuda triangle has been linked to the disappearance of planes and ships. This negotiation triangle can be linked to the disappearance of one's resources as they negotiate. This space indicates your self-perceived and others'-perceived propensity to use the two reactive strategies; avoidance and accommodation. Lines connecting your total and the averages from the other sources help you visually establish how much negotiation "real estate" you have in the Bermuda Triangle. Once again, there are times when avoidance or accommodation are the proper move as you strategize, but for most personal and professional negotiations, competition or collaboration will generate superior results.

**The Bermuda Triangle**



## **IX. The Impact of Negotiation Skill Development on Future Results**

Irrespective of the present set of assessment scores generated by yourself and external feedback, experience with thousands of people similar to you has shown that as a person uses the three-step process to treat his or her negotiaphobia two positive results emerge rather quickly. The first generally favorable outcome is that your tendency to accommodate normally goes down fairly dramatically as you start to recognize an important reality; by giving the other side what they are asking for, you are not advancing a true relationship. Instead, you begin to recognize that you are showing weaknesses to someone who may well be focused on preying on weak opponents.

A second positive migration is that as you more clearly understand the competitive strategy and become more comfortable with it, your tendency to use this win-lose approach goes up. You come to recognize the opportunity for quick victories with this strategy. A potential challenge you may face is that after you advance your skills in this area, the pendulum could swing so far to the top left of the matrix that you may experience the phenomenon of becoming *overly* competitive. This shift could impact you in two ways. First, you may attempt to play a competitive approach when you do not have the power, including alternative negotiation partners, to do so. This mistake could end up with you having no deal when you really need one, or potentially result in the other side punishing you for bluffing an aggressive play. Second, you should be aware of the possibility of missing out on excellent collaborative opportunities as you rush toward a competitive approach in your strategizing step. This could result in you getting a small deal done in the short run, but missing out on massive long-run win-win opportunities.

Keep these caveats in mind, and you will likely be able to avoid the consequences of shifting into an overly competitive mindset. You may see some shifts in your avoidance and collaboration tendencies, but these will largely be more in terms of how others see you than how you view yourself. A very positive outcome is when others begin to see you as collaborative to the extent that you see yourself this way.

## **X. Negotiation Skill Development Resources Available through U.S. Learning, Inc.**

As you work to advance your skills in this critical area of negotiation skills, U.S. Learning, Inc. has the resources to be your success partner. In addition to The One Minute Negotiator: Simple Steps to Reach Better Agreements, by Don Hutson and George Lucas, the following resources are also available to you.

**For pricing and availability for each of these resources, please go to [DonHutson.com](http://DonHutson.com), [theoneminutenegotiator.com](http://theoneminutenegotiator.com), or contact U.S. Learning at 901-767-0000 or [info@uslearning.com](mailto:info@uslearning.com).**

- A. *The One Minute Negotiator Coaching Program.*** This distance-based learning experience is presented in a webinar format, with ten one-hour sessions taking place over six months. Assignments are an important part of this learning experience. Registrants receive a set of planning tools and resources valued at over \$800. A masters program is currently under development, and will be made available to the participants completing the initial program on an invitation only basis. Visit [www.theoneminutenegotiator.com](http://www.theoneminutenegotiator.com) or call 901-767-0000 for registration or more information.
- B. *Negotiation: What You Don't Know Can Cost You.*** This set consists of three audio CDs; each approximately 45 minutes in length. In addition to understanding negotiations and negotiation strategies, this resource also addresses active listening and advance collaboration skills. The format is a lively interview by Terri Murphy of Dr. George Lucas, Ph.D. Order by going to [www.theoneminutenegotiator.com](http://www.theoneminutenegotiator.com) or calling 901-767-0000. All major credit cards are accepted.
- C. Keynote speeches, workshops and training sessions.** Don Hutson and George Lucas regularly deliver inspiring and informative presentations and break-out sessions to both individual organizations and associations. Many of their clients make them a regular part of their important learning functions. Call 901-767-0000 for rate information and date availability.
- D. Negotiation Consultations.** Many organizations bring Don Hutson and/or George Lucas in to help them prepare for their most important and challenging negotiations. This has been found to generate a significant return on investment for their clients. Call 901-767-0000 for more information.
- E. Collaborative Trading Alliance Workshops.** These highly productive experiences involve bringing together channel members (buyers and sellers) for an intense

learning and planning experience. As needs and capabilities are more clearly shared and discussed, the consequence of these sessions often are in the six to seven figure range. Call 901-767-0000 for more information.

- F. **The 52 week Videozine.** Start each week of your year off right with a 60 - 90 second video featuring Don Hutson, George Lucas, Terri Murphy or one of our other experts. Topics addressed include negotiation skills and tips, management and leadership, customer service, presentation skills and success strategies. To subscribe, call 901-767-0000.

**Thank You for Your Participation in the One Minute Negotiator Assessment. You will see and feel a difference in your negotiations going forward.**