Before you set out to face your negotiation opponent, there are some other things to prepare. One of the most important item that you and your company must think over is to build a negotiating team. Then here come the questions:

Who is going to be on your team?

Do you need any experts?

What roles are your team members going to play? Is someone going to lead, someone else listen and observe, someone look out for opportunities to create solutions?

Who in your team is authorized to make concessions? (only one member of the team should be authorized to give points away otherwise confusion will soon reign. 只有一人可获授权，给予对方让步，否则事情很快就会出现混乱。)

1. Key issues of a negotiating team

A negotiating team needs a skilled leader who can play effectively, keep disagreements inside the team, and manage the flow of the information to and from the team. A team leader must select people whom he or she respects. It is more important to have “experts” at your side than “nice guys”. Take some time to research the other side. Send out agendas ahead of time so you can see who will be participating in the meetings. If you can, do some research on your own to find more information on the company’s website, or through their social networking software. You may not be perfectly matched on the first conference call, but it’s a good start. At least if you see there are three people attending the meeting you won’t bring 10 folks from your team.

Never go into an important negotiation without training your negotiating team. No plan is complete without considering how you will defend yourself against arguments. Develop rules among your own people on how questions will be put forward. Sometimes it is best to have all questions directed only to the chief negotiator to give others time to answer. Use some techniques during the training, for instance, use the devil’s-advocate approach（故意提出会引出异议的见解以激起辩论，故意提出相反意见以求深入讨论） to run through the other party’s positions beforehand.

1. Negotiation roles

Well, what we have here on this list are the different roles in negotiations:

CN (Chief Negotiator) or Decision-maker, Critic, Facilitator or Idea Generator, Expert, Number-cruncher, Recorder and Observer. Please take a guess or think about what each of these roles does in a negotiation.

CN (chief negotiator) or decision-maker: chief negotiator is in general responsible for the negotiation team. He is responsible for unifying the strategy, tactics and overall style to be used by a negotiation team. Chief negotiator has two roles, first to coordinate the actions of the team and second to provide the main “face” of the negotiating team. Usually a senior person who has the authority to make decisions would take this position.

Critic: The critic is the “bad cop” of the team, always looking for flaws and problems. They may have an internal focus, criticizing their own team’s activities (in private, of course) and may focus more in the room, criticizing points made by the opposing team. The internal role is helpful for avoiding problems like complacency（/kəmˈpleɪsnsi/ n. 自满，自鸣得意） and antagonism （/ænˈtæɡənɪzəm/ n. 对抗，对立，敌意）where the team moves away from an effective way of working together or with the opposing team. Being a verbal critic（挑剔对方言语上的失误） in the negotiating room can be useful for giving a focus for the opposing team’s frustration（挫折，失望）, which the decision-maker may later offer to quell（v. 平息，消除，减轻） (in exchange for agreement, of course).

Facilitator or Idea-generator: they are the friendly face of the team. They build relationships with individuals in the opposing team and may through this gain useful pieces of information. They also act to intervene where there is conflict between personalities and can act as mediator（n. 传递者，调停者） or other supporting roles. They may focus more on relationships. However, they may at times need to use the relationship bridge to talk about aspects of the deal, to break deadlocks by coming up with creative solutions.

Expert: may be rolled in and out of the negotiation to provide particular evidence or assessments in key areas, for example technology, accounting or law. Typically they do not do any direct negotiating, but give information and answer questions. When they are not there permanently, they may need to be briefed（v. 简要介绍） before they enter the negotiating room so their comments can be adjusted （v. 调整）to align with（与…相匹配） the position of their home team.

Recorder: The recorder (often called a scribe（n. 书记员）, secretary, etc.) takes notes about what is said. In particular, they note what people are requesting（v. 要求） and what offers are made. While they may occasionally（adv. 偶尔）ask questions to ensure they take accurate notes, they are mostly silent. This can let them act as another observer. They may make side notes that they can bring up with the leader or team later.

Number-cruncher: they have a financial role where they assess the cost and value of items being exchanged. Often in negotiations, people over-value what they offer and under-value what they might receive. The number-cruncher seeks the truth of such positions and provides the leader with facts to enable a sound decision.

Observer: They may in particular pay attention to the subtleties（n. 微妙，细微处） of words and non-verbal（adj. 非语言的） body language. They may pass notes to the leader about their observations and discuss what they see in breaks between meetings. Hence, for example, they watch for signs of lying and other tensions. While this is not an exact science, people do send many unconscious（adj. 无意识的，下意识的） signals that other members of the team may miss as they focus more on the substance of the negotiations.

In a negotiation, there may be many roles to be played, particularly if it is long and with high stakes（n. 风险）. However not all of the roles listed here need be held by separate people, for example the leader may also play the facilitator or critic and the secretary may also be an observer. Roles that may conflict with one another, such as facilitator and critic, however, are usually best separated and taken by different people.

1. Select team members in different professional areas

If the negotiation is to be effective, the team leader must choose members that can foresee the areas covered by the negotiation, and have the technical expertise to deal with the problems effectively. Putting a team together is similar to assembling a jigsaw puzzle（拼图）: there is no success unless all of the pieces fit. The negotiation team should include members in the following areas:

Commercial: responsible for the negotiation on price, delivery terms, and commercial policy of risk-taking; （专注于商务领域，负责价格、交货条款、商业风险政策等）

Technical: responsible for specifications, programs, and methods of work; （在技术方面，负责规范、方案和工作方法）

Financial: responsible for terms of payment, credit insurance and financial guarantees; （财务领域，负责支付条款、信用保险、财务担保）

Legal: responsible for contract documents, terms and conditions of contract, insurance, and legal interpretation; （法务人员则负责合同文件、合同条款、保险、法律解释）

Interpreter（Sometimes needed）: familiar with the foreign language needed as well as with related knowledge and good at cooperating with other personnel（有些场合下有可能还会需要口译员，他们要熟悉所需要的外语及相关专业知识，并且善于与他人合作）

Besides their professional skills, priority should be given to communication skills of the negotiation team members. （除了专业技能外，所有的谈判团队成员的沟通能力都要优先考虑）

Practice

1. Complete the team roles model below using the pairs of words in the box.

加长空白时间

Decision-maker--Formulates overall strategy and has the final authority

Facilitator --Conciliates and provides clarification of their team's position

Number-cruncher --Notes down key figures and does the calculations

Chief negotiator--Conducts the main negotiations and acts as spokesperson

Observer--Monitors the other team's behaviour and looks for signs of movement

Ideas-generator --Breaks deadlocks by coming up with creative solutions

1. Now listen to short extracts from an international negotiation and decide which of the six team members you think you are listening to.

Extracts

Extract 1

Ok, we don’t seem to be getting very far, do we? Let’s see if we can come up with some alternatives. Now, it’s just an idea, but how about this …?

Extract 2

Ok, so that’s twenty-seven thousand six hundred and fifty euros at four percent interest, which makes a total of, let’s see…twenty-eight thousand seven hundred and fifty-six.

Extract 3

No, no, I’m sorry, but this simply doesn’t meet our needs. I’m afraid we’re going to have leave it.

Extract 4

Ok, look, here’s the thing: if you can find a way to reduce those se-up costs, we would be very interested in signing up for the full three years.

Extract 5

Now, let’s not spoil the progress we’ve managed to make so far. We can see you’re not happy about these surcharges, but we’re a bit restricted there. Basically, our position is this …

Extract 6

I think if we can just persuade them that there aren’t going to be any compatibility problems, they’re ready to go ahead.

Have you got the right answers?

1. ideas-generator
2. number-cruncher
3. decision-maker
4. chief negotiator
5. Facilitator
6. Observer

Good teamwork provides improved efficiency and productivity for participants in a negotiation, therefore, to some extent, bringing the right team to the negotiation table determines the success of the party. That is all for this part. Thank you very much and see you next time.