

### **III. MASTER STRATEGY ONE: Benign Detachment**

#### **A. Three Mindless Reactions**

1. Acquiescence
2. Abandonment
3. Retaliation

#### **B. Risks of Reaction**

#### **C. 3d Position Perceptual Shift**

**D. Focus**

1. Pinpoint Interests
2. Define “BATNA”
3. Maintain Goal Orientation
4. Negotiation Decision

**E. Identify the Game**

1. Varieties of Application
  - a. Negotiator works for TOP's needs (agent)
    - 1) induce, coax, back, champion, urge, assure, encourage, persuade, convince
  - b. Negotiator lets TOP work toward TOP's own needs (facilitator)
    - 1) excite, trust, uphold, permit, allow, promise, commit, pledge, challenge, incent, motivate, spur, stimulate
  - c. Negotiator works toward own and TOP's needs (partner)
    - 1) uphold, assist, aid, help, foster, compromise, support, authorize, acknowledge, admit, concede, confess, cooperate, embolden, recognize, promote



**2. Strategy: The Bargaining “Roadmap”**

**a. Perceptions**

**b. Leadership**

**c. Alliances**

**3. Tactics: “Driving Skill”**

**a. Assaults**

**b. Obstructions**

**c. Deceptions**

## **F. Strategy Recognition:**

### **PERCEPTIONS:**

1. **Big Splash.** Coming in with high demands at first.
2. **Fog Horn.** Laying out your credentials to impress TOP.
3. **Godfather.** Staying open to TOP's proposal, then countering with an offer they can't refuse.
4. **Iacocca.** Showing TOP how taking advantage of a weakness could work to TOP's detriment.
5. **Other Fish.** Letting TOP know that you are considering doing business with their competition.
6. **George Bush.** Making specific, conditional promises.
7. **King for a Day.** Turn the tables on TOP.
8. **Colonel Flagg.** Secrecy.
9. **Open Book.** Lay your cards on the table.
10. **500 lb Canary.** Intimidate with size.
11. **Deep Throat.** Leak information to TOP.

12. **Wilton Palmeter.** Do the opposite. You suddenly shift your method, argument or approach.
13. **Thurston Howell III.** Intimidate with legitimacy.
14. **Powder Keg.** “Doomsday”
15. **Stormin’ Norman.** Distracting attention from your real goal by pretending to move toward another one.
16. **Muddy Waters.** Introducing numerous alternatives to create room for making harmless concessions.

### **LEADERSHIP:**

1. **Field Marshall.** Initiating key actions before TOP does to assume leadership and control over the negotiation process.
2. **Lou Grant.** Establishing believable deadlines.
3. **Joe Friday.** Maintaining comprehensive working papers.
4. **Traffic Cop.** Taking an active, strategic role in controlling the flow of information.
5. **Moses.** Managing the negotiation project through control and enforcement of the bargaining agenda. You restrict the points on which you are willing to negotiate and the time you are willing to spend ... a line in the dirt.
6. **Hired Guns.** Bringing in a professional negotiator to bargain for you.

7. **Jessie Jackson.** Admitting your errors promptly and directly.
8. **Clarence Darrow.** Anticipate TOP's objections and diffuse them.
9. **Blinders.** Stick to your plan.
10. **Happy Hooker.** The "call-girl" principle.
11. **Ditching.** Learn when to leave well enough alone.
12. **Horse Trader.** One-step fall back.
13. **George Marshall.** Turn the other cheek.
14. **Flag Pole.** "What if ..."
15. **Zen Master.** Be patient.
16. **Wishy-Washy Withdrawal.** Walking away without explanation or any showing of emotions.

**ALLIANCES:**

1. **Coattails.** Attracting support through association with someone or something highly regarded by TOP.
2. **Rabbi.** Forming alliances with individuals to whom TOP has been known to come for advise.
3. **Grasshoppah.** Positioning TOP as someone who can teach you a few things.
4. **Jimmy Carter.** Make TOP an ally.
5. **Sonny Corleone.** Divide and conquer.
6. **Nordstrom.** Go beyond the call of duty.
7. **Nose Job.** Make TOP look good.
8. **Sad Sack.** Seek sympathy.

## **G. Tactic Recognition:**

### **HITS:**

1. **Quadaffi**. Acting insane.
2. **Dear John**. Threaten to withdraw by bringing in another negotiator.
3. **Margaret Houlihan**. Threaten to take the problem to TOP's boss.
4. **Willie Sutton**. Intimidate with reward or punishment.
5. **One Way Street**. Intimidate with guilt.
6. **Boney Finger**. Put TOP on the defensive.
7. **Carpet Bomb**. Use a shotgun.
8. **Harry Truman**. Pull rank.
9. **Julius Caesar**. Make TOP feel guilty.
10. **Tailgunner Joe**. Identifying TOP's point of view with disreputable people or ideologies.

**OBSTRUCTIONS:**

1. **Infomaniac.** Consuming time by pouring over information intently, but needlessly.
2. **Gandhi.** Taking a firm stand in the face of unreasonable demands without boasting.
3. **James Baker.** Issuing an ultimatum, or firmly establishing non-negotiable price or terms.
4. **Henry Kissinger.** “You’ve got to do better than that!”
5. **Dan Quayle.** Buy time.
6. **Henry Aldrich.** Stall for time.
7. **Grace Van Owen.** “I’m ethically constrained from going any further.”
8. **Rag Man.** “I’m financially constrained from going any further.”
9. **Stand-in.** Put a new person in charge.
10. **Red Herring.** Generate a bigger issue.
11. **Gomer Pyle.** Wet noodle (out to lunch).
12. **Reb Tevye.** Broaden the problem by creating an equal but opposite issue.

13. **News Flash**. Issue surprise.
14. **Forbearance**. Postponing response to TOP's move.
15. **Fait Accompli**. Present TOP with an irreversible "done deal".
16. **Tim Conway**. Stall for time until interest fails.

**DECEPTIONS:**

1. **King Solomon**. Agreeing to settle midway between competing proposals.
2. **Ronald Reagan**. Pretending that you don't know what's going on.
3. **Eddie Haskell**. Flattering or stroking TOP.
4. **Halvah**. Nibbling away, one slice at a time, until you have the whole thing.
5. **Cliffy Claven**. Faking.
6. **Falsies**. Destroy a straw man.
7. **Indian Giver**. Half-step fall back (contingent offer).
8. **Funny Money**.
9. **JFK**. Phoney body language.

10. **Wizard of Oz**. Apparent withdrawal.
11. **Stone Tablets**. Rely on policy.
12. **Mutt & Jeff**. Good cop-bad cop.
13. **Tom Sawyer**. Getting others to work on your behalf.
14. **Juan Valdez**. Using “random” samples to make your point.

## **H. Trigger Point Recognition**

## **I. Create Process Time**

1. Time-Out
2. Optimize Judgment Function
3. Silent Pause
4. Playback

## **J. Concentrate on Meeting Needs**

1. Things to Avoid:
  - a. Anger
  - b. Retaliation
2. Things to Do Instead:
  - a. Suspend Reaction by Naming the Game
  - b. Buy Time to Think
  - c. Use Time to Focus on Interests