



10-Step Guide for Negotiating Like a Pro

BEFORE THE NEGOTIATION

1. Use the Ackerman model to set your target. Remember, your counterpart should be the first to say a number.

- a. My target is _____
- b. 95% of my target is _____
- c. 85% of my target is _____
- d. 65% of my target is _____

2. My counterpart's negotiation style (check appropriate boxes):

- Analyst
- Accommodator
- Assertive

3. Prepare three to five labeling statements. Label any obstacles that may prevent agreement and clear those first. This shows you've thought about the discussion from your counterpart's perspective.

- a. It seems like _____ is valuable to you.
- b. It seems like you don't like _____.
- c. It seems like _____ makes it easier.
- d. It seems like you're reluctant to _____.
- e. _____.
- f. _____.
- g. _____.

4. Prepare three to five calibrated questions. Open-ended "how" and "what" questions help give your counterpart a sense of control:

- a. How can we solve this problem?
- b. What is the next step to take?
- c. What is the highest priority here?
- d. How can I support you?
- e. _____ ?
- f. _____ ?
- g. _____ ?

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DURING THE NEGOTIATION

- 5. Listen actively – that is, “listen” with all your senses – and show your counterpart they have your full attention.**
- 6. Mirror your counterpart: By repeating crucial words they say, you can build a sense of mutual understanding and create natural pauses that help you control the flow of the negotiation.**
- 7. Body language accounts for 55% of the negotiation – be aware of both yours and your counterpart’s. For example, touching their own face or suddenly crossing their arms might indicate that they’re uncomfortable.**

CLOSING THE NEGOTIATION

Continue using calibrated questions until you get a “yes.” Then move on to next steps:

- 8. Have your counterpart reaffirm the agreement three times.**
- 9. Identify all decision-making parties behind the scenes.**
- 10. Get it in writing!**

QUICK TIPS

- **Be ready** for surprises.
- **Don’t commit** to your assumptions.
- **Focus** on your counterpart.
- Don’t battle – **discover**.
- **Take your time.**
- **Stay positive** and humanize yourself.
- **Never stop listening.**

Sources:

Voss C. (2016), *Never Split the Difference*, Harper Business.

Navarro J. (2008), *What Every Body is Saying*, William Morrow Paperbacks.

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