

Foreword by *Wall Street Journal* bestseller

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Negotiation Made Simple.

A Practical Guide for
Solving Problems,
Building Relationships,
and Delivering the Deal

A PDF COMPANION TO THE AUDIOBOOK

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CHAPTER ONE

YOU ARE A NEGOTIATOR

Think It Through

- What do you negotiate in your professional life?
- What do you negotiate in your personal life?

For more negotiation tools and content,
please visit negotiationmadesimple.com.

CHAPTER TWO

STRATEGY WINS

Think It Through

- What part of “you” must you manage carefully in a negotiation?
- Reflect on a time when someone took advantage of your trust. What assumptions did you make that allowed this to happen? How can you avoid such situations going forward?

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CHAPTER THREE

SUCCESS STARTS WITH YOU

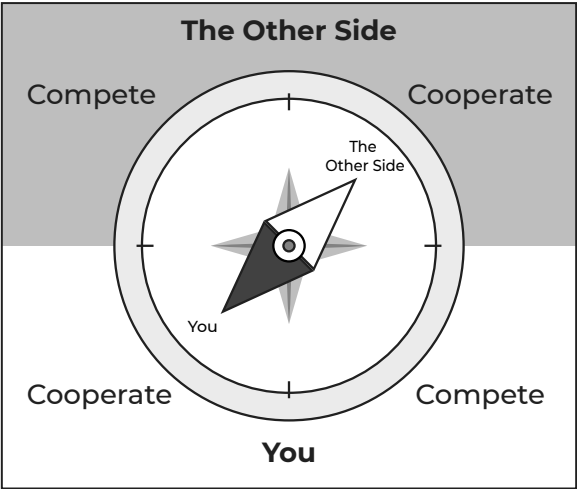


FIGURE 1

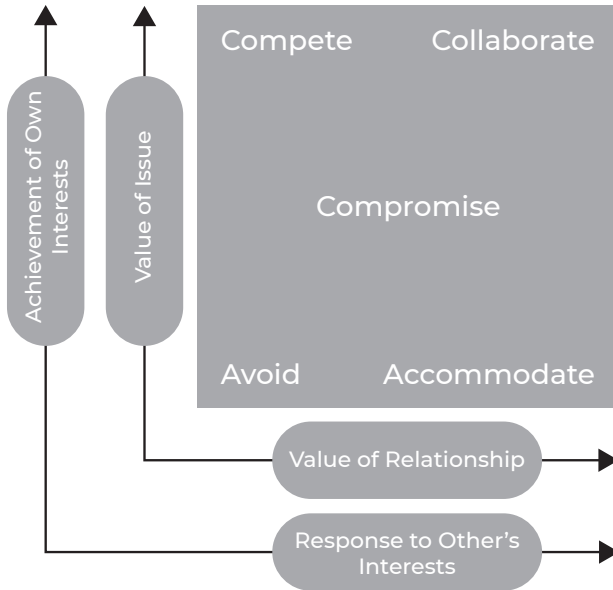


FIGURE 2

Think It Through

- What is a competitive move you have seen recently in a negotiation? How did you respond?
- What is a cooperative move you have seen recently in a negotiation? How did you respond?

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CHAPTER FOUR

THE CHARACTERISTICS OF COMPETITIVE NEGOTIATION

Think It Through

- What is difficult for you about competitive negotiation?
How will you manage it?
- What is easy for you about competitive negotiation?
How will you use your abilities to drive a great deal?

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CHAPTER FIVE

MASTER YOUR MOST IMPORTANT MOVE

Think It Through

- What circumstance have you bargained yourself down before ever making the opening offer? What was the result? What would you do differently with your new knowledge and skill?
- What are creative ways you can manage your fear of the other side walking away if your opening offer is too aggressive?

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CHAPTER SIX

CONCEDE WITH PURPOSE

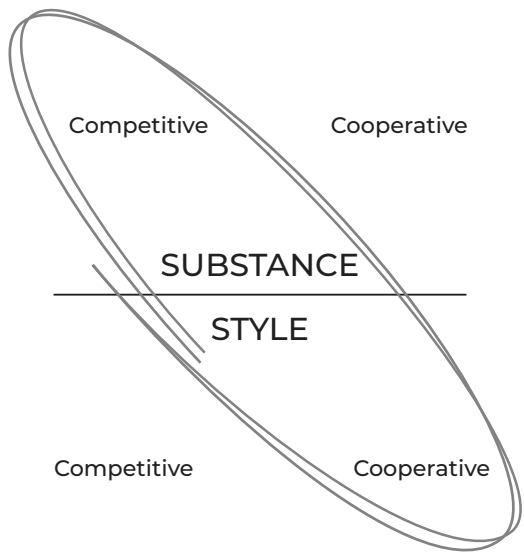


FIGURE 3

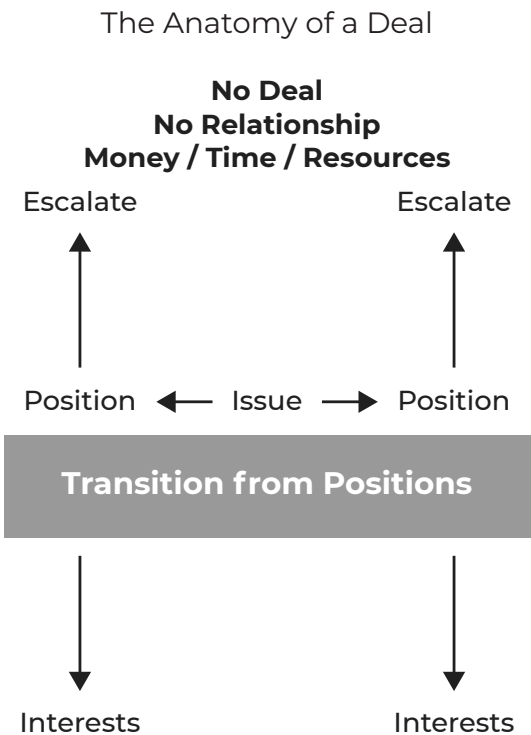
Think It Through

- How will you handle the pressure from the other side to concede in negotiation?
- How will you deliver pressure to the other side to concede in negotiation?

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CHAPTER SEVEN

TRANSITION FROM POSITIONS



Think It Through

- What are the interests that drive the people with whom you negotiate most?
- What are the interests that drive many of your decisions in business and in life?

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please visit negotiationmadesimple.com.

CHAPTER EIGHT

THE ROADMAP TO RESOLUTION

Think It Through

- What problems are you experiencing right now that could benefit from the Roadmap to Resolution?
- Who do you need to educate on this process as a way of strengthening your relationship?

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CHAPTER NINE

THE POWER OF EMPATHY

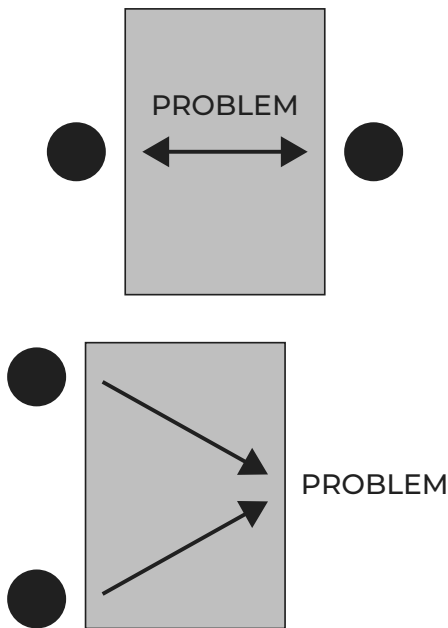


FIGURE 4

Think It Through

- What are the characteristics of the most empathetic person you know? How can you adopt some of those same attributes?
- What is your observation of the role of empathy in leading people today? Is it becoming more or less important as you do business and navigate today's world?

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CHAPTER TEN

PREPARE FOR THE PROCESS

Think It Through

- Reflect on how you typically prepare for a negotiation. How can you improve your preparation process to produce better outcomes?
- Carefully and comprehensively complete the Negotiator's Preparation Checklist for an upcoming negotiation. How did the completion of this preparation process affect your negotiation effectiveness?

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The Negotiator's Preparation Checklist

- ☐ Who are the parties to the negotiation?
- ☐ What are the issues or questions that must be answered to strike the deal or solve the problem?
- ☐ How important are the issues to you? How important is the relationship with the other party to you?
- ☐ Is the other party likely to negotiate competitively or cooperatively?
- ☐ How competitive or cooperative do you intend to be during the negotiation?
- ☐ How well do you understand the substance of the negotiation? Is there anything you must learn about the subject matter being negotiated before starting the process?
- ☐ What assumptions are you making going into the negotiation? Do these assumptions need to be tested before the negotiation?
- ☐ What alternatives are available to you and the other party if the negotiation is not successful?
- ☐ What are the most realistic and likely alternatives for each party? What are the positive and negative consequences of the alternatives for each party?
- ☐ What can you do to improve your most likely alternative before the negotiation?
- ☐ What is the most strategic sequencing of the issues in the negotiation?
- ☐ What is your ideal outcome of this negotiation?
- ☐ What is your bottom line?
- ☐ Will you put the first offer on the table or let the other side make the first move?
- ☐ What will be your opening offer?
- ☐ What does your anticipated dance of concessions look like?
- ☐ What are the intangible, underlying interests of each party that may impact the negotiation? What is driving each party's decision-making?
- ☐ What creative options might be integrated into the negotiation?
- ☐ What tactics do you anticipate from the other side and how will you deal with them?
- ☐ What is the best setting for the negotiation?
- ☐ When is the best time for the negotiation?

Negotiation Preparation Tool

To download a full-size PDF of the
Negotiation Preparation Tool,
please visit negotiationmadesimple.com.

Matter: _____

Parties	Issue(s)	Opening Offer	Fallback Positions	Ideal Outcome	Bottom Line	Most Likely Alternative	Alternatives to a Deal	Underlying Interests	Creative Options
1	2	7	8-10	6	5	4	3	11	12

CHAPTER ELEVEN

OVERCOME THE OBSTACLES

Think It Through

- What is a barrier you have encountered in negotiation?
How did you deal with it? Would you do anything differently today?
- What is a tactic you have encountered in negotiation?
How did you deal with it? Would you do anything differently today?

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CHAPTER TWELVE

KNOW THE SECRETS OF SATISFACTION

Think It Through

- Reflect on a negotiation when you got the result you wanted but were still dissatisfied. What caused you to be dissatisfied?
- Reflect on an experience that did not go as planned but left you satisfied anyway. How was satisfaction achieved?

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APPENDIX

NEGOTIATION MADE SIMPLE
SELF-ASSESSMENT

Instructions: Read each statement and consider how often you employ the described behaviors in your negotiations. Indicate your response by circling one of the five numbers that corresponds with your answer. Please be as honest as possible.

	Never	Rarely	Occasionally	Often	Always
1. Before negotiating, you are aware of all the parties and have confirmed who has authority to strike a deal.	1	2	3	4	5
2. Before negotiating, you conduct an analysis of how much you value the issue and how much you value the relationship with the other side.	1	2	3	4	5
3. Before negotiating, you identify the alternatives available to you and the alternatives available to the other side if you do not reach a deal.	1	2	3	4	5

	Never	Rarely	Occasionally	Often	Always
4. Before negotiating, you actively work to improve your alternatives to a deal.	1	2	3	4	5
5. Before negotiating, you establish your target outcome for the negotiation.	1	2	3	4	5
6. You develop a bottom line and stick to it in the negotiation.	1	2	3	4	5
7. You make a strategic decision on whether to be the one who puts the first offer on the table or let the other side put the first offer on the table.	1	2	3	4	5
8. You work through an intentional process to determine your opening offer based on what you want to achieve in the negotiation.	1	2	3	4	5
9. You are ambitious with your opening offer.	1	2	3	4	5
10. You develop a plan for making concessions in the negotiation based on what you anticipate the other side will do in the negotiation.	1	2	3	4	5

	Never	Rarely	Occasionally	Often	Always
11. You adapt your negotiation approach to the approach of the other side.	1	2	3	4	5
12. You are willing to do and say things that are uncomfortable and create tension in the negotiation.	1	2	3	4	5
13. You exercise empathy starting with how you set up the environment for the negotiation.	1	2	3	4	5
14. You ask open-ended questions to explore the interests of the other side.	1	2	3	4	5
15. You look for other resources you can bring into the deal to help get the deal done.	1	2	3	4	5
16. You develop creative options based on the interests of the other side you discover in the negotiation.	1	2	3	4	5
17. You maintain your credibility by ensuring your words, your moves, and your signals are consistent throughout the negotiation.	1	2	3	4	5

	Never	Rarely	Occasionally	Often	Always
18. You identify tactics and address them before proceeding with the negotiation process.	1	2	3	4	5
19. You look for solutions that provide a mutual benefit to both parties.	1	2	3	4	5
20. You pay attention to the process, people, AND problem throughout the entire negotiation.	1	2	3	4	5
21. You walk away if you are unable to get the deal you want or if the other side's negotiation behavior is unproductive.	1	2	3	4	5
GRAND TOTAL <i>BEFORE</i> READING <i>NEGOTIATION MADE SIMPLE</i>	_____				
GRAND TOTAL <i>AFTER</i> READING <i>NEGOTIATION MADE SIMPLE</i>	_____				

The Scoring Key (Based on Grand Total)

- You Are a Great Negotiator = 90–105
- You Are Becoming a Great Negotiator = 70–89
- Keep Working and You Will Become a Great Negotiator = 50–69
- You Now Know What It Takes to Become a Great Negotiator = 49 or below