

A top-down view of four hands holding coffee cups around a central text area. The hands are positioned at the corners of the frame, each holding a white coffee cup. The cups contain either black coffee or a latte. The background is a plain, light color.

Gravin Presman

NEGOTIATION

HOW TO CRAFT AGREEMENTS
THAT GIVE EVERYONE MORE...

inspire



COURSE WORKBOOK

Introduction

As you've now heard, this programme is designed to help you craft agreements that give everyone more, so we are going to show you how to negotiate collaboratively for mutual gain.

"We negotiate from the cradle to the grave, when we are infants we trade tears for attention" Chester Carras

People that collaborate more effectively not only have better relationships, they get better deals. If you don't need long term relationships with customers in your business, then this programme may not be for you. If you want your customer to succeed with you, and be loyal and long term business partners, then welcome to this programme, and I look forward to showing you how.

How To Use This Workbook

In order to improve and reinforce your understanding of the topics in this course, we have produced this workbook for you. Ideally you will print this off at the start of your journey and work through it as you progress through the course. You will find that the sections, exercises and checklists perfectly match those in the online course.

Not to worry if you don't have the document with you when you're out and about though! We have duplicated each exercise and checklist and attached them to the relevant lectures online.

Thank you for joining us on this journey. Have fun and best of luck!

Section 1:

The Principles of Collaborative Negotiation

Exercise 1: Intentions / Objectives (S1 L5)

Where do you want to apply your learning from this programme? In what areas do you need to negotiate? List all the areas in your personal and professional life that you'd like to craft better deals. Take your time and list them all, it will give you more areas in which to practice.

1. What do you know are your strengths as a negotiator?

Remember that the clearer you are about your intentions, the easier it will be for you to dedicate time to complete the programme, do the exercises and practically apply the learning to improve your relationships and your realities.

Checklist:

Before you move on here is a list of questions you can use every time you are negotiating to check you are ready to Negotiate. You can use this checklist every time you negotiate, but for now, look at a negotiation you are currently involved with and ask these questions to see if you are ready.

Question	Yes	No	Unsure
Are you equal parties who are ready to negotiate?			
Do you want to make an agreement with the other party?			
Do they want to make an agreement with you?			
Are you expecting to create long-term value for the other person from this agreement, or subsequent agreements?			
Are you mentally prepared to structure the negotiation in such a way that it will produce a collaborative outcome?			

If you can't answer 'yes' to any of the questions in the checklist, then it's worth working on those issues before you try to negotiate an agreement.

Section 2:

Giving Structure to Your Negotiation Strategy

- Step 1 Preparing yourself for collaboration
- Step 2 Preparing a plan
- Step 3 Understanding your partners point of view
- Step 4 Discussing
- Step 5 Proposing
- Step 6 Bargaining
- Step 7 Agreement

Exercise 2: Giving Structure to Your Negotiations (S2 L9)

Reflect on a previous negotiation you have been involved in. Ask yourself the following questions based on the 7 steps listed above.

Where did you start in the process?

Did you find yourself doing one of the steps, before really completing the other? If so, what impact do you suspect this would have had on the outcome, or the process?

How could you have used this process to support you craft a better

Section 3:

Step One: Preparing Yourself For Collaboration

Exercise 3: Securing Commitment to Negotiate (S3 L11)

Think about a real scenario from your life or business that will involve negotiating for mutual benefit. Think about the phrasing you will use to gain agreement to a deal 'in principle'.

How will you ensure that the other party is committed in advance to negotiating with you? How will you build the idea of negotiating for mutual benefit into this part of the process?

Ask yourself: 'What could I do now to get my negotiation partner to openly acknowledge that we are both working positively towards a solution?' What phrase would you use, whether in person, on the phone or by email, to get them to state that?

On the next page, write out a few examples of what you will say in your own words so you can become familiar with gaining agreement for mutually beneficial negotiations and collaborative processes

Example 1:

Example 2:

Example 3:

If you have a real negotiation in mind, go ahead and pick up the phone or email the person now. You will be surprised how much easier it becomes to negotiate if you are both agreed that you want a solution in the first place.

Who will you try this with? Make of note of when you will do it and mark the task as completed when it is done.

Name	When will I have the conversation?	On-going	Completed

Exercise 4: The 4 P's (S3 L15)

Now let's try applying the idea to a real negotiation you are in. Try listing the 4 P's (or 4 likes) of a person that you are negotiating with.

Prejudices: What don't they like, and, therefore, what variables may be off the table or not worth focusing on?

Personality: What are they like? What should we know about how they are as a person that will help us negotiate with them more effectively?

Past: What were they like - What do you know about how they have negotiated in the past?

Preferences: What do they like, and so what variables and strategies are most likely to appeal to them?

	Prejudices	Personality	Past	Preferences
1				
2				
3	v			

Checklist

1. Do you really want to do this deal?
2. Are you sure the other party wants to do a deal, and if so have they expressed that desire to you?
3. Do you feel equal and working towards a solution that is mutually beneficial?
4. Do you want to have a long-term relationship with the person you are negotiating with?
5. What can you do to ensure the other party is committed to working towards a solution that produces benefit for all parties?
6. How can you get them to openly express the desire for a mutually agreeable solution, either to you or in public?
7. Do you know what they like? (Preferences)
8. Do you know what they don't like? (Prejudices)
9. Have you any research you can into their past agreements? (Past)
10. What do you know about their personality? (Personality)

Section 4:

Step Two: Preparation

Exercise 5: Understanding the Power of Variables (S4 L18)

Take the time to list all the variables you can that may add value to a deal you are working on. The more time you take now to think, the more freedom you will have to create a remarkable deal that works for everyone.

Find at least 20 variables that you can use in your next negotiation.

- 1.
- 2.
- 3.
- 4.
- 5.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

Exercise 6: Using the Win Matrix (S4 L19)

Now list a WIN matrix for your next negotiation (top, middle, bottom line)

Want	
Intend	
Need	

Checklist:

1. Have you considered what are the best variables that may add value to the other party?
2. Have you considered what variables you may ask for from the other party that may add value to you but not cost them too much?
3. Have you listed your WIN Matrix (WANT, INTEND, NEED -Top, Middle and Bottom Line)?
4. Are you clear that your NEED is actually a Red Line, or Walk Away Point?
5. Have you considered what you will do if you don't get a deal?
6. Are you feeling comfortable that you have enough variables to work with that you can produce an agreement that works for both parties?

Section 5:

Step Three – Understanding Your Partner's Point of View

Exercise 7: Using the Win Matrix (S5 L23)

Now do the exercise in preparation but this time do it from your partner's standpoint. Step into their shoes and create a WIN matrix from their point of view.

Want	
Intend	
Need	

You may also now want to list some variables that the other side may want to give or receive.

Checklist:

1. Have you seen, and do you understand, your partner's point of view?
2. Have you listed their Top, Middle and Bottom Lines. Are you clear of their Red Lines?
3. Do you have a list of variables that are most likely to be on their Shopping List?
4. Have you understood how big your Green Zone really is? Can you see enough in this zone for agreement? Bear in mind that the larger this area, the more likely you are to make an agreement that works for all.
5. Have you thought about what would wildly exceed their expectations? And what would wildly exceed yours?

Section 6:

Step Four – Discussing

In this stage you are going to use the power of question, listening and deep rapport to really understand what will make the deal you are making work long term for all.

Exercise 8: Using Open Questions (S6 L27)

Write down 20 questions may ask at this stage as quickly as you can (they can be open or closed)

- 1.
- 2.
- 3.
- 4.
- 5.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
- 15.
- 16.
- 17.
- 18.
- 19.
- 20.

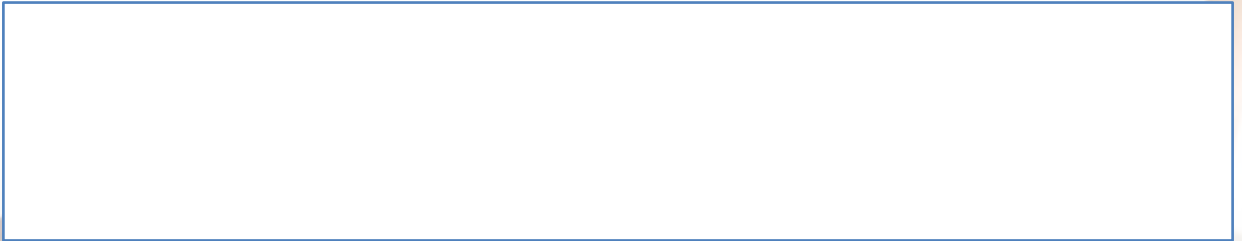
Now re-write them and turn them into open questions by adding: WHAT / WHY / WHERE / WHO / WHY / WHEN

- 1.
- 2.
- 3.
- 4.
- 5.
- 7.
- 8.
- 9.
- 10.
- 11.
- 12.
- 13.
- 14.
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- 20.



Exercise 9: Going Above and Beyond Their Wildest Dreams (S6 L28)

Now consider “what would you be able to offer to go above and your partners wildest dreams”.

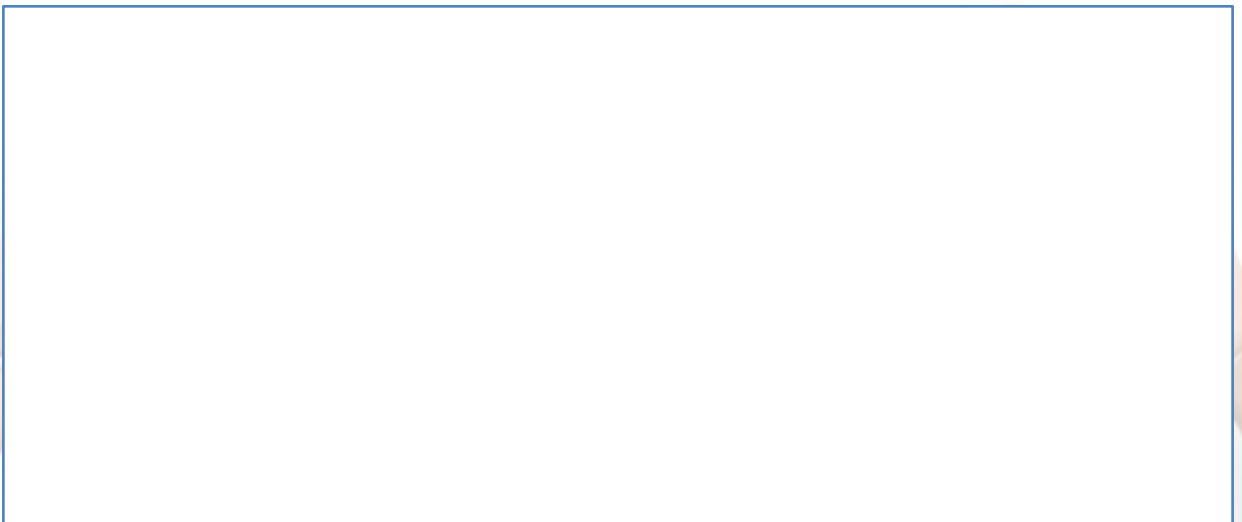


Exercise 10: Socratic Questioning (S6 L29)

Now go and practice Socratic questioning with someone in your life.

Exercise 11: Creating a Discussion Agreement Statement (S6 L30)

Write down a statement that asks your partner to agree that they are also committed to making an agreement with you. You may want to write down more than one example, so you have options that you feel completely comfortable with that help generate common agreement during the Discussion stage of your negotiations.



Checklist:

1. Have you shared your intention for being collaborative with the other party?
2. Does the other party understand what collaborative negotiation is about, and have they bought into the concept?
3. Are you clear about the power of using 'if' as a tool for conditionality?
4. Have you set up a time and place for this discussion that will minimise distractions?
5. What can you do to maximise the chances that you will be able to listen empathetically?
6. Have you identified some questions you can ask that will deepen your understanding of the why beneath the why?
7. Are you ready to suspend judgment and ask Socratic questions to deepen your understanding of their needs?

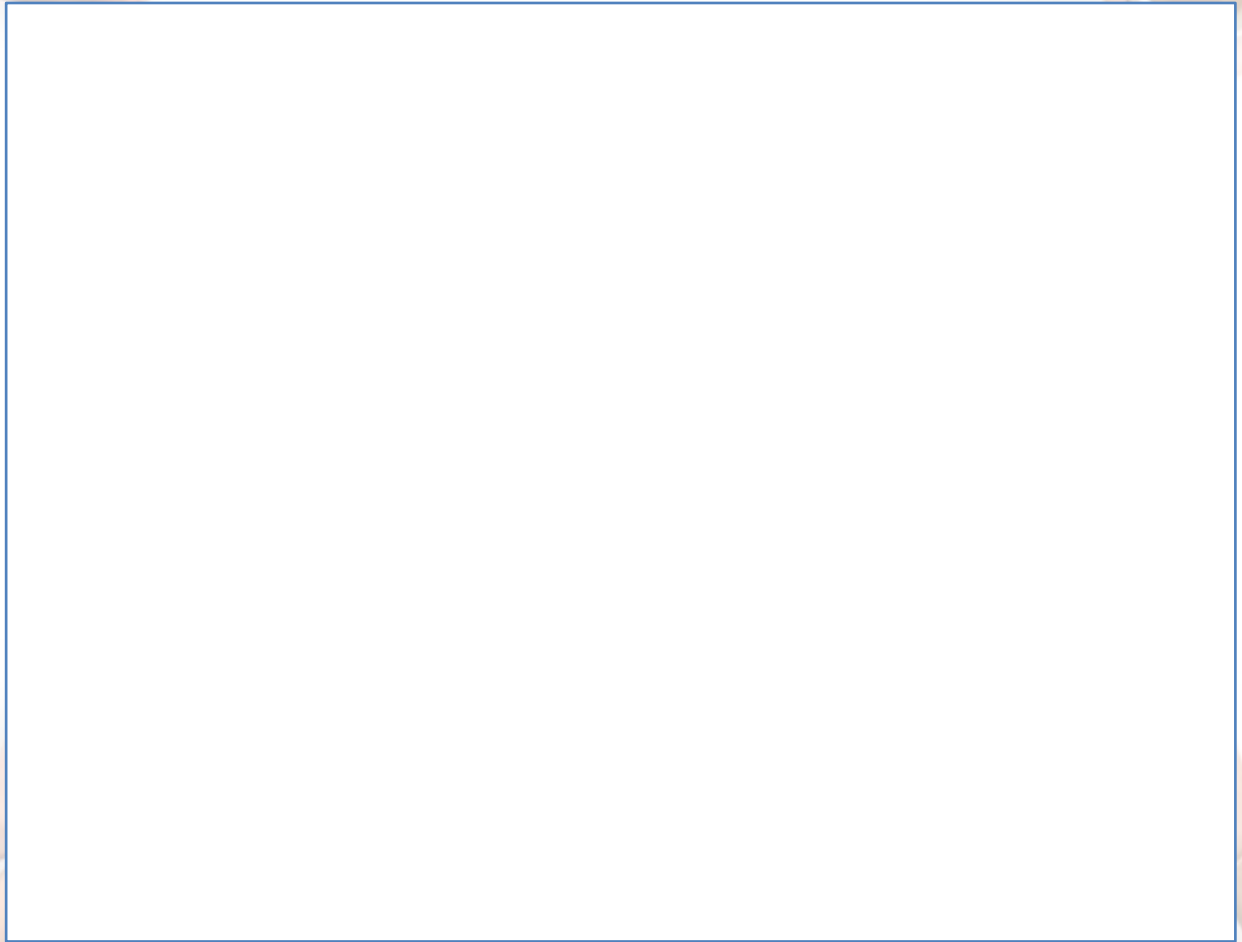
Section 7:

Step Five - Proposing

In this section we look at the importance of creating a proposal that demonstrates how the deal will be laid out in terms of specific variables. If the proposal hasn't yet been agreed, then you should also articulate the benefits that each variable will bring to the other party.

Exercise 12: Putting Your Proposal Into Writing (S7 L32)

Think about an agreement you are working on in any area of you life. Take the tie to write out a proposal that states clearly what the exchange will be that you believe will work for both parties.



Checklist:

1. Have you demonstrated and articulated the benefit of the key elements of the proposal? Have we shown how the proposed meets the unfulfilled needs of our partner?
2. Is your proposal positioned high enough above both parties' Red Lines to enable bargaining for agreement?
3. Does your proposal contain effective variables that contain high value to both parties?
4. Does your written proposal contain a call to action that will enable the other party to accept your proposal?
5. Have you added references to any additional legal terms and conditions you intend to apply?
6. Have you referenced the need to create a binding legal contract if that is your intention at the end of the negotiation?

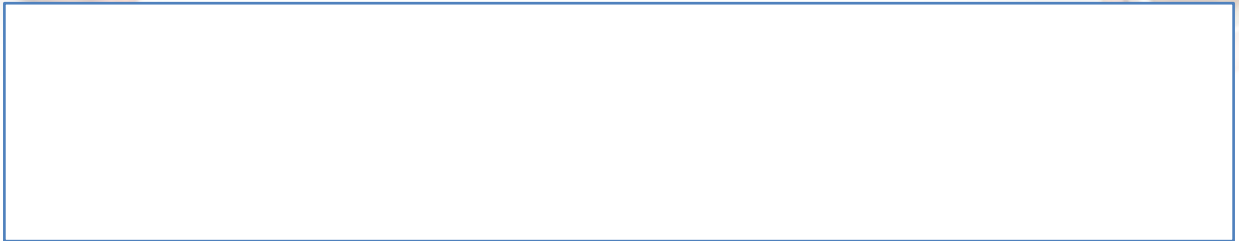
Section 8:

Step Six - Bargaining

In this stage we actively trade variables to effect a deal that works for everyone. You will need to continue to move the deal forward by keeping agreements mutual.

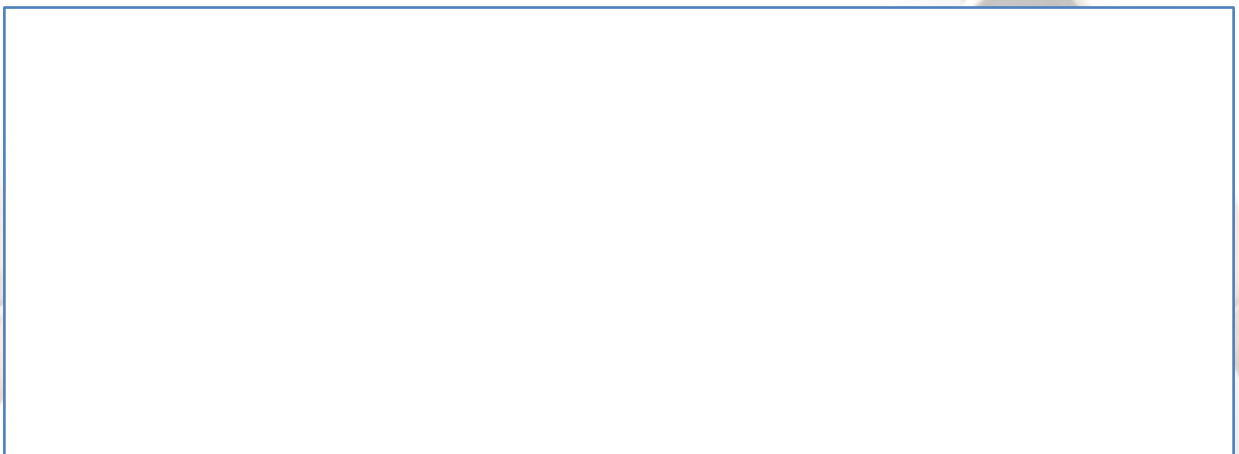
Exercise 13: Creating a Bargaining Agreement Statement (S8 L34)

Write down a question or a statement you might use when you're bargaining to make sure both sides are on the same page.



Exercise 14: Developing Your Time-Out Strategy (S8 L36)

Take this opportunity to reflect on how you will call time outs to maintain collaboration and control when you are negotiating. Write here a number of strategies you will feel comfortable with to do this.



Checklist:

1. Are you clear about your red lines, and is the other party clear about them?
2. Are you comfortable to walk away; do you have an alternative?
3. Are you comfortable telling the other party that you will walk away if you don't reach an agreement?
4. Are you prepared and ready to call a timeout so you can review you position or get some advice?
5. Are you clear which variables you are going to bargain with?
6. Can you see how you can use 'If you ..., then I ...' to seal agreement on key points?
7. What are the timelines for this negotiation, and how can you use this to reach agreement?
8. Are you still in a collaborative mindset? Is the other party?
9. What can you do to improve the chances of the other person being collaborative?

Checklist F

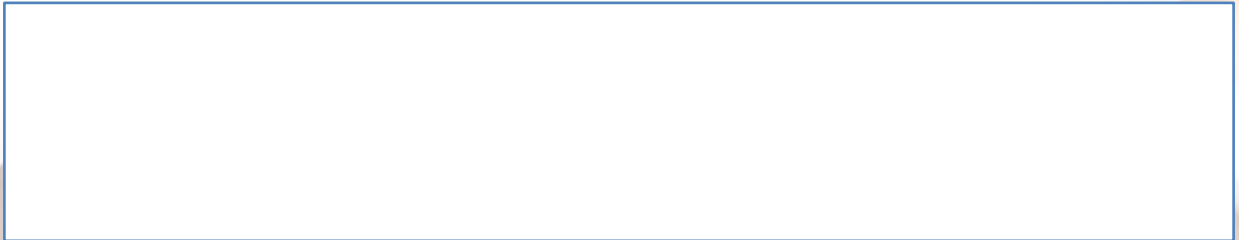
1. Have you clearly defined your red lines and communicated them to the other party?
2. Have you considered your alternatives and the possibility of walking away?
3. Are you prepared to communicate your willingness to walk away if no agreement is reached?
4. Do you have a plan to call a timeout to review your position or seek advice?
5. Are you clear on the variables you are willing to negotiate?
6. Can you use conditional offers ('If you ..., then I ...') to reach agreement on key points?
7. What are the timelines for this negotiation, and how can you use them to reach agreement?
8. Are you still in a collaborative mindset? Is the other party?
9. What can you do to improve the chances of the other person being collaborative?

Section 9:

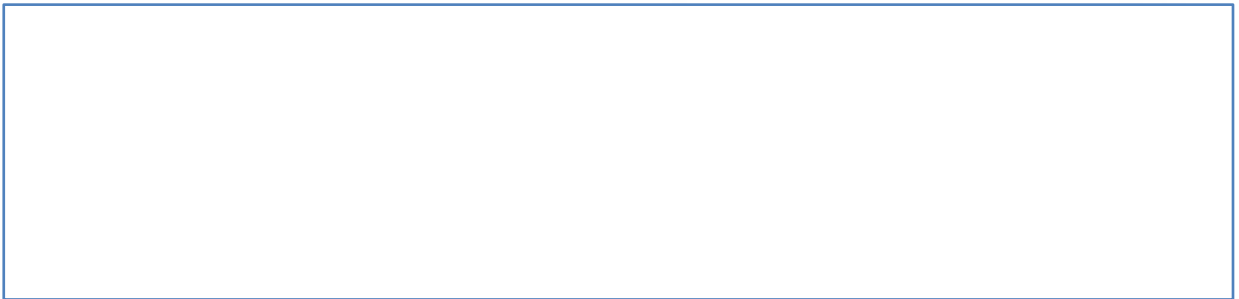
Step Seven - Agreeing

Exercise 15: Drafting an "Agreement In Principle" (S9 L39)

Write down a statement that will get the other person to agree that you still want to make the agreement work.



Turn the proposal that you created earlier into an agreement that you will be comfortable to present as your final agreement or contract. You may want to do this outside of this workbook.



Checklist:

1. Have you agreed the terms of your agreement and written them in a form that both agree?
2. Are both sides' commitments stated clearly (offer and acceptance)?
3. Have you agreed where you will keep the agreement and who will be the arbiter if you disagree in the future?
4. Have you shared the agreement with someone who can check it for clarity and legal enforceability (if that's what you decide is appropriate)?
5. Would a public statement support you or the other party to keep the

Section 10:

Getting Yourself Out of the Way - The Human Operating System

In this section we look at the ideas that are sweeping through the fields of psychology, sport, performance and business and generating what Michael Neil calls "The Inside Out Revolution." First articulated by Sydney Banks, these "Insight Principles" point us towards our own wisdom and ability to connect with our innate health, resilience and human completion. Understanding that the only thing that can ever cause mental discomfort is mental functioning, or thinking, helps negotiators stay on track, stay connected and develop the understanding and clarity that create great agreements.

Exercise 16: Noticing Your Thinking (S10 L41)

Reflect over the next few days where you may have got caught in the "Outside-In" illusion, where it looked like your feelings were coming from something other than your thinking.

	Example	Notes
Outside-In Illusion	<i>The bus being late caused me stress</i>	
Inside-Out Reality	<i>My thinking about the bus caused me stress</i>	

Further Reading:

The Missing Link, Sydney Banks

The Enlightened Gardener, Sydney Banks

The Inside Out Revolution, Michael Neil.

Invisible Power, Charbit, Manning, Krot

Clarity, Jamie Smart

The Relationship Handbook, George and Linda Pransky

Exquisite Mind, Terry Rubenstein

Nuggets of Wisdom, Elsie Spittle

How To Sell With Real Confidence, Gavin Presman

A wonderful resource to learn more about this understanding is www.innatehealth.co. Here you can also learn about the I-heart programme which Gavin works with to bring this understanding to young people across the UK. You can also find information on www.threepinciplesmovies.com and www.3pg.org

Section 11:

Understanding Personality

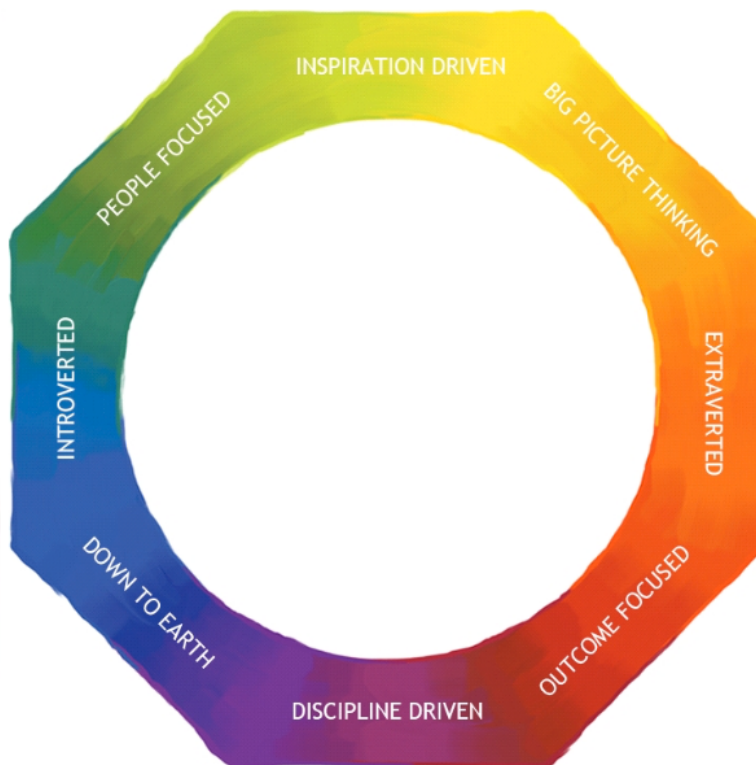
As you have heard, the most effective negotiators are able to adapt and connect with the people they are negotiating with effortlessly.

Understanding your personality, and personality of the person you are negotiating with will help you to do that. While there are many models of personality, the Spark model is particularly effective because it uses both colour and the eight aspects of personality to give you a better understanding of yourself and others. We strongly recommend you download the free lumina splash app to get a better understanding of your personality.

Lumina Splash App:

<https://itunes.apple.com/gb/app/lumina-splash/id952353274?mt=8>

You can also use the exercises on the following pages to help you appreciate which aspects of your personality you use more regularly and naturally.



Exercise 17: Teddy Bear (S11 L47)

Write down everything that comes to mind when looking at the following image:



Exercise 18: Football Club Trip (S11 L49)

Write down the process you'd use to decide who gets to go on the trip? Are you using Outcome Focus or People Focus?

Exercise 19: Completing Your Own Assessment (S11 L52)

People Focused

Accommodating
Collaborative
Empathetic



Outcome Focused

Tough
Competitive
Logical

Inspiration Driven

Adaptable
Flexible
Spontaneous



Discipline Driven

Purposeful
Structured
Reliable

Big Picture Thinker

Conceptual
Imaginative
Radical



Down to Earth

Practical
Evidence-Based
Cautious

Extraverted

Sociable
Demonstrative
Takes Charge



Introverted

Observing
Measured
Intimate

Score each of the 8 aspects between 0% and 100%
Note - opposite aspects do not need to add up to 100%

Checklist:

1. Are you clear how you use the Eight Aspects of your personality?
2. Can you see which aspects of your personality you may use too much of in negotiation situations and therefore need to tone down?
3. Can you see which of the Four colours you use most in negotiations? Does this vary in different negotiations?
4. Are you noticing how your negotiation partner is using the Eight Aspects of their personality? Are they dominant in a particular Colour Type?
5. How may you tone down certain aspects of your personality to connect more effectively with specific customers?
6. How may you change the way you prepare and propose agreements to adapt your style to specific partners you have identified as different to you?

Section 12:

Using the Seven Steps at Home

Take some time now to understand how you can apply this learning to your personal life by addressing the questions below.

Checklist:

1. Are you seeing yourself as an equal in the relationship, and if not what can you do to make yourself feel more equal?
2. Are there really issues here that are negotiable, or are we talking about red lines, or non negotiables?
3. Are you ready to collaborate to reach an agreement?
4. Have you decide on your Red Lines, and your WIN outcomes (what you Want, Expect and Need)?
5. What variables have you considered that could be used to make the situation more attractive for ether party?
6. Have you considered the situation from the other persons point of view? Have you understood what their Win outcomes may be, and do you have a fertile Green Zone of agreement?
7. Have you planned to discuss the issue with the after you've both had a chance to prepare?
8. Have you enough variables to make sure the final agreement works for all?
9. How will you seal the agreement and ensure you both know what you have agreed and are reminded of it?

Section 13:

Avoiding Some Common Gambits

Think about where you may have been tricked by gambits in the past, and use these questions to avoid being moved towards anything but a collaborative approach.

Checklist:

1. Do you trust the person you are negotiating with?
2. What could you do outside of the negotiation to increase the level of trust you have for the person you are negotiating with?
3. What can you do to increase the amount of trust they have in you?

The checklist is small because trust is all that matters in these scenarios, and so work in trust will be the foundation of having less conflict and competition in your negotiations.

Well done for completing this workbook and all of the exercises and reflections. As you start to practice using the techniques and ideas in this programme, you will find more rewarding deals, and more rewarding relationships come more naturally and effortlessly to you.