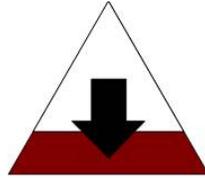


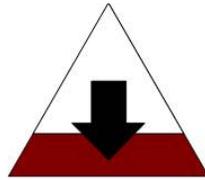
Common Client Tactics

Negotiating 101	This tactic is called <i>Negotiating 101</i> because it is so simple to use and consistently gets such good results. Essentially the client says, “Your price is too high,” or “We need a discount”, and amazingly enough, we often respond by asking “How much do we have to lower our price?” or “How big of a discount to you need?” rather than maintaining a dialogue by asking clarification questions.
Tease	<i>Tease</i> is effective because it leverages the client’s power of Need/Solution from Investment-Commitment (remember: the more out of balance investment-commitment is in the client’s favor, the greater the client’s power). When you have already made a considerable investment, it is tempting to consider making just a “few minor concessions” in order to close the sale.
Hoops	The tactic <i>Hoops</i> is also related to Investment-Commitment; the client uses it to increase her power of Need/Solution by encouraging you to make more than your share of investment of time and resources.
Flinch	A <i>Flinch</i> is a nonverbal indication of displeasure or discomfort, often displayed by the client in conjunction with learning the price of your proposal.
Never Get Approved	<i>Never Get Approved</i> is attached to a buying strategy called “missing person” and implies that although the “missing person” will not approve your proposal the way it is now, your client contact (the person with whom you are actually negotiating) can tell you the changes which are require for you to gain that approval. The person who is missing may be identified by name or may be simply referred to as finance, accounting, legal, management, etc.
Fait Accompli	With <i>Fait Accompli</i> your client makes a decision or commitment on your behalf but without your consent. This typically represents a change from what was previously discussed and agreed upon. Often the client has gone public, making it official. He assumes that your desire to “not rock the boat” will be greater than your need to challenge the decision or commitment.
Messenger	<i>Messenger</i> establishes one individual as the interpreter (or the “go-between”) for your negotiation with another individual. You can never be totally sure of the accuracy of what your are hearing, and you can never be sure how accurately your message is being conveyed. Your contact acts as both deliverer and interpreter of the messages.
Control	<i>Control</i> involves any number of controlling behaviors, e.g., keeping you waiting, taking calls during your call, responding to e-mails during your call or cutting your call short.
Fritz	The <i>Fritz</i> is an extreme display of emotion, typically anger.



Common Client Tactics

Square One	<i>Square One</i> threatens that if resolution cannot be reached, the buying/selling process may have to be repeated. The message of Square One is that all of the time and energy you have invested to date in the sales opportunity may have to be reinvested unless certain conditions are met.
Foggy Memory	<i>Foggy Memory</i> relies on your desire to be thought of as fair and honest; you may NOT have made the statement of commitment, but if the client thinks you did, you will be tempted to go along with her to ensure that you are viewed as having integrity.
Deadline	<i>Deadline</i> is intended to put time pressure on you – increasing the client’s power of Need/Solution through PTM Pressure. <i>Deadline</i> is effective because your natural tendency is to accept the pressure and attempt to do everything to meet the deadline without ever questioning its validity.
Competition	<i>Competition</i> is used by a client to indicate the he is considering other options – or that he is at least aware of other options. As a tactic, <i>Competition</i> is intended to create anxiety and pressure to meet the client’s demands in order to prevent the clients from pursuing other options.
Limited Authority	<p><i>Limited Authority</i> is used to protect the client from having to respond to your requests. By using the tactic of <i>Limited Authority</i>, the client positions herself as being able to make demands, but unable to make concessions. In negotiation, authority does not equate to power; having the authority to immediately meet the client’s demands puts you under pressure and at a disadvantage.</p> <p>It is an important rule for negotiation that you never have or appear to have, more authority than the person with whom you are negotiating, and that you never bring others with authority to the negotiation unless your client brings others with equivalent authority.</p>
Nibbling	<i>Nibbling</i> asks you to “throw in some extras” and is most effective as a tactic when an agreement appears to have been reached – but a contract is yet to be signed.
Butter	<p><i>Butter</i> is used to leverage the Power of Relationship and to set the stage for other tactics – which will typically place demands on you for special consideration.</p> <p>It is critical to know what level you are at, because the same words that would be high praise at the Collaborative level are a tactic called <i>Butter</i> in the Red.</p>



Common Client Tactics

Violins	With <i>Violins</i> the client reveals that he has problems beyond his control and asks for your help or special consideration. This tactic appeals to your ego, as well as your desire to achieve a resolution to the negotiation. By creating an opportunity for you to take control and assume the role of “hero”, the client tries to get you to meet his demands.
Bracket	<i>Bracket</i> establishes a quantitative limitation (as in “tax bracket” or “price bracket”). The limitation is typically expressed in dollars but can relate to any factor, such as time, that can be quantified. <i>Bracket</i> , as the name implies, creates a fixed range within which the negotiation can take place.
Carrot	<i>Carrot</i> is used to entice you with intangible “rewards.” It suggests that, by meeting the client’s demands today, you will increase the probability of larger and more profitable business opportunities in the future. The “reward” may be simply the prestige and promotional value you will derive from having this important account.
Fair and Reasonable	<i>Fair and Reasonable</i> presents us with a special challenge. It works because that is exactly how most of us want to be regarded: as fair and reasonable. Because there are not universally accepted standards for what is fair or what is reasonable, the client is essentially asking us to accept their standards – which usually means meeting the client’s demand.
Third-Party Pressure	<i>Third-Party Pressure</i> appears on the surface to be a violation of one of the fundamental rules of negotiation: “Never reveal the people, time and money pressure(s) you are feeling.” When used as a tactic, however, <i>Third-Party Pressure</i> is not so much “revealing” pressure to you as it is “transferring” pressure to you.
Mine Field	<i>Mine Field</i> is intended to limit your window into your client’s organization – and limit your Power of Insight and Relationship. <i>Mine Field</i> suggests that you might make some “political mistakes” if you attempt to develop relationships with other members of the client’s organization.
Inside Information	<i>Inside Information</i> is used to suggest to you that the client knows something about your business. What makes <i>Inside Information</i> such an effective tactic is that you can never be sure exactly how much the client actually knows.
Ultimatum	<i>Ultimatum</i> is the most threatening tactic of all. It states or implies that if you do not meet the client’s demands, the negotiation is concluded and the sale is lost.