

Contents

1 What Is Negotiation?	1
1.1 Introduction	1
1.2 Definition of Negotiation	2
1.2.1 Successful Negotiation	2
1.3 Skilled Negotiators Seek To Build Common Ground	3
1.3.1 Knowing Yourself	4
1.3.2 Knowing Your Business Well	5
1.3.3 Knowing Asia Well	5
1.3.4 Knowing the OP's Needs	5
1.4 Overwinning Is Bad!	7
1.4.1 Even If We Win	7
1.4.2 Making Sure That the OP Does Not Lose Face	8
1.4.3 Setting a Pleasant and Cooperative Atmosphere	8
1.5 Checkpoint	9
References	10
2 Negotiation, the Relationship Way	11
2.1 Introduction	11
2.2 Prenegotiation Stage	11
2.2.1 Essential Prenegotiation Country Study	14
2.2.2 Prenegotiation Checklist	26
2.3 Postnegotiation Stage	27
2.3.1 More Lessons for Business Negotiations Based on Our Relationships with Our Spouse	28
2.3.2 Building Bridges	30
2.3.3 Humanising the Communication	30
2.3.4 Knowing, Contacting and Working with the Right People	31
2.3.5 Using the OP's Network to Influence the OP	31
2.3.6 Managing Your Body Language To Relate Well with Your OP	32

2.3.7 Read the OP's Body Language Too!	32
2.3.8 Showing Our Integrity and Building the OP's Trust in Us	33
2.4 Relating and Writing Persuasively To Influence the OP	33
2.5 Checkpoint	35
2.5.1 Essential Prenegotiation Country Study Checklist	37
References	37
3 Preparation and Planning	39
3.1 Introduction	39
3.2 Set Your Goals	39
3.3 Know Yourself	40
3.4 Decide Who Is To Negotiate	40
3.5 Prepare Your Appearance, Dress and Manners	42
3.5.1 Plan Time/Timing for the Negotiation	43
3.5.2 Prepare in Advance for the Negotiation Place/Environment	44
3.5.3 Prepare a List of Questions To Ask	47
3.5.4 Prepare for the Words To Be Used	47
3.5.5 Decide on the Channels of Communication	49
3.5.6 Set the Agenda	51
3.6 Preparing for Negotiating with Someone from Another Culture	52
3.7 Special Mention of Indonesia: Capitalising on "Flexibility"	53
3.8 Sun Tzu, the Art of War and Negotiation	55
3.8.1 To Be Persuasive, One Needs to Be Better Prepared	55
3.8.2 The Effective Negotiator's Planning Essentials, Sun Tzu's Way	56
3.9 Summary and Section Conclusion	61
3.10 Checkpoint	61
References	64
4 Process Versus Content	67
4.1 The Process of Negotiation	67
4.1.1 Skilled Negotiators Ask More Questions Than Unskilled Negotiators	68
4.1.2 Apply the Power of Questions	70
4.1.3 How To Answer the OP's Questions	72
4.1.4 Apply the Pause Button	72
4.1.5 Apply Positive or Cooperative Words	73
4.1.6 Apply Listening	73
4.1.7 Feel Powerful!	74
4.1.8 Apply the Psychological Process when Dealing with the OP's Objections	74
4.1.9 Give Your OP Face... and Take Notes	75
4.2 The Content of the Negotiation	75
4.3 Checkpoint	76

4.4 More Exercises and Practice	77
4.5 Checklist	77
References	77
5 Some Sure-Fire Negotiation Techniques and Tactics	79
5.1 Introduction	79
5.2 Negotiation Techniques and Tactics	79
5.3 The Dangers of Verbal Agreements	92
5.4 Checkpoint	93
6 Chinese Strategies and Tactical Ways	95
6.1 Introduction	95
6.2 <i>Fu Lu Shou</i> (Wealth, Prosperity and Longevity)	95
6.2.1 The <i>Fu Lu Shou</i> Negotiation Thinking	96
6.3 Tai Chi and Negotiation	97
6.3.1 The Tai Chi Negotiator	98
6.4 The 36 Stratagems of Ancient China	102
6.5 Chinese Warring Gods and Their Ways in Negotiation	110
6.5.1 Sworn Brothers	110
6.5.2 Guan Kong's Loyal but Demanding Ways	111
6.5.3 Liu Bei's Soft Style	111
6.5.4 Softness Is Not Powerlessness	113
6.5.5 Zhang Fei, God of Butchers and His Ways	114
6.5.6 Opening Moves	114
6.5.7 Beware of Unethical Negotiation Ways	115
6.6 Concluding Remarks	116
6.7 Checkpoint	116
References	117
7 Japanese Strategies and Tactical Ways	121
7.1 Introduction	121
7.2 Negotiation, the Way of the Samurai	121
7.2.1 Who Were the Samurai?	121
7.2.2 Making a Friend of Fear	122
7.2.3 Applying Universal Love and Benevolence	122
7.2.4 Controlling Oneself	122
7.2.5 Being Soft	123
7.2.6 Adopting Style Flexibility	123
7.3 Applying <i>Aikido</i> in Negotiations: Becoming a Better Negotiator	124
7.3.1 Understanding <i>Aikido</i>	124
7.4 Checkpoint	130
References	131

8	Indian Negotiation Strategies and Tactical Ways	133
8.1	Introduction	133
8.2	The Indian <i>Kathakali</i> Dance and Negotiation	133
8.2.1	Applying Rationality	134
8.2.2	Bottom-Line Matters	135
8.2.3	Strong Planning Prevails	135
8.2.4	Integrity Is Valued	135
8.2.5	Teamwork Is Stressed	136
8.3	The Hindu Trinity	136
8.3.1	The Brahmanic Negotiator	137
8.3.2	The Vishnu Negotiator	138
8.3.3	The Shiva Negotiator	139
8.4	Hanuman and Negotiation	140
8.5	<i>Bhagavad Gita</i> and the Art of Negotiation	141
8.6	Some Practical Tips	143
8.7	Checkpoint	144
	References	145
9	Negotiation and the Martial Arts, Mastering the Art of Effective Persuasion: The Asian Perspective	147
9.1	Introduction	147
9.2	Similarities of Martial Arts and Successful Negotiation Ways	147
9.3	Checkpoint	159
	References	160
10	Deadlock Breaking and Concession Making	163
10.1	Why Do Deadlocks Occur?	163
10.1.1	How To Break a Deadlock?	163
10.1.2	RE-SCREAM	166
10.2	Concession-Making Principles	167
10.3	Checkpoint	169
	References	171
11	Epilogue	173
11.1	Introduction	173
11.2	The Golden Rule	173
11.3	Remove “Demand” from Our Vocabulary	174
11.4	You Don’t Have To Be Disagreeable To Disagree	174
11.5	Treat People with Fairness, Decency and Respect	175
11.6	Relieve Tension, Begin Conversation with Pleasantries	175
11.7	Show Personal Interest	175
11.8	Develop a Partnership	175
11.9	Checkpoint	176
	Index	179