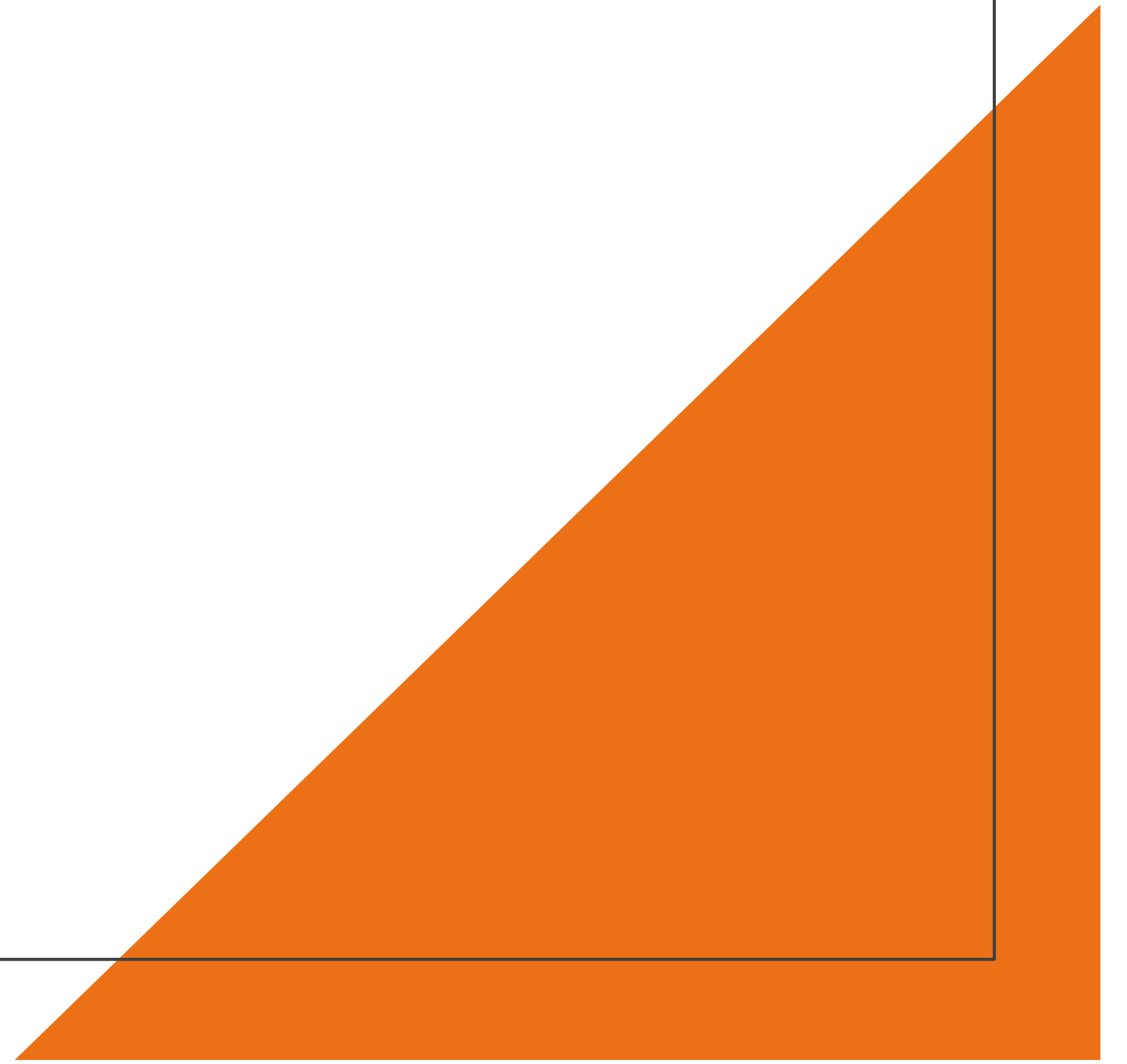


Lesson 5 – Focus on INTERESTS, Not Positions



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- The basic problem in a sales negotiation lies not in conflicting positions, but in the conflict between each side's needs, desires, concerns, and fears.
 - Interests motivate people; they are the silent movers behind the hubbub of positions.
 - *Your negotiation position is something you have decided upon.*
 - *Your interests are what caused you to decide.*



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- Focusing on interests rather than positions works for two reasons.
 - First, for every customer's interest there usually exist several viable solutions that could satisfy it.
 - We tend to assume that because the customers' position is opposed to ours, their interests must also be opposed.



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- If we have an interest in selling to them, then they must want to avoid us.
 - If we have an interest in maximizing the price, then their interest must be to minimize it.
 - In many sales negotiations, however, a close examination of the underlying interests will reveal the existence of many more interests that are shared or compatible than ones that are opposed.





How do you identify interests?

*How do you go about understanding the interests involved in a negotiation, remembering that figuring out **their interests** will be at least as important as figuring out **yours**?*

Ask "Why?"

- ❑ One basic technique is to put yourself in their shoes.
- ❑ Examine each position they take, and ask yourself *"Why?"*
- ❑ Why, for instance, does your customer prefer to fix the price year by year?
- ❑ The answer you may produce, to be protected against increasing costs, is one of his interests.



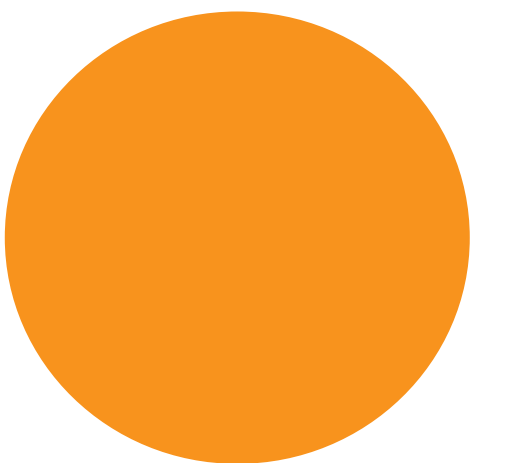
Ask "Why?"

- ❑ You can also ask the customer why they take a particular position.
- ❑ If you do, make clear that you are asking not for justification of this position, but for an understanding of the needs, hopes, fears, or desires that it serves.
- ❑ *"What's your basic concern, Mr. Jones, in wanting our deal to run for no more than one year?"*



Look forward, not back.

- ❑ It is surprising how often we simply react to what someone else has said.
- ❑ You and the customer can fall into a pattern of discourse that resembles a negotiation but really has no such purpose whatsoever.
- ❑ Each is engaged in scoring points against the other or in gathering evidence to confirm views or biases about the other that have long been held.



Key takeaways:

- 1) *Identify interests- both yours and the customers as a basis for negotiation.*
- 2) *Talk about your interests in this customer.*
- 3) *Always put the problem before the answer.*
- 4) *Look forward not back.*
- 5) *Be concrete but flexible.*
- 6) *Drive the deal – not the customer.*

