**Strategies and Tactics in Negotiations**

**“When” Strategy**

- Involves a proper sense of timing.
- Easier to use in a negotiation when a new element enters the picture rather than when all elements are all static.
- If properly applied, it can change a static situation into a dynamic one.
- **Examples:**
  - *Forbearance* – hold off, suspend, put off an answer, & do not answer a question, or take time out to decide; avoids a direct conflict & eventually achieves a settlement; knowing when to stop.
  - *Surprise* – a sudden shift in method, argument, or approach; the change is usually drastic & dramatic.
  - *Fait accompli* (“Now it’s up to you”) – a risky strategy; there is often a temptation to use it; demands that one acts to achieve the goal against the opposition & see the other party’s reaction; needs to make an appraisal of the consequences; to be concluded successfully, a *fait accompli* requires recognition by the other party.
  - *Bland withdrawal* (“Who me?”) – in the franchising field, it has been used with varying success.
  - *Apparent withdrawal* (“The man who wasn’t there”) – made up of a mixture of forbearance, self-discipline, & a little deception; aim: to convince your opponent that you have withdrawn, but without the other party knowing that you are still in control of the situation.
  - *Reversal* (“You can go forward, backward”) – act in opposition to what may be considered a popular trend; enables one to think of new alternatives.
  - *Feinting* (“Look to the right, go to the left”) – involves an apparent move in 1 direction to divert attention from the real goal; useful when you are giving in on a point that is not especially important to you.
“How” and “Where” Strategy

◆ Involves the method of application & the area of application
◆ Often, advantageous to use 2 or more strategic approaches in the same negotiation.
◆ Examples of a double strategy:
  ◆ **Low-balling** – an overall strategy that combines apparent withdrawal & reversal; applied at 3 levels, namely, interpersonal, interorganisational (corporate), & international.

◆ Some principal forms of how & where strategy:

  ◆ **Participation (“We are friends”)** – strive to enlist the aid of other parties on your behalf, to act either directly or indirectly; especially useful in deadlock situations; coalition bargaining: an expansion & refinement of participatory negotiation; participation need not be one-sided; when acting together: can gain benefits.

  ◆ **Association (“You & me kid”)** – associate oneself with some VIPs/well-known people/personalities/celebrities because of prestige; a technique used extensively in advertisements; benefits from the ‘halo effect’ of the famous figures/people.

  ◆ **Disassociation (“Who is your friend?”)** – often used in politics; calls the attention of the general public to the kind of people who are associated with a particular movement, cause, proposal; hope that the assumed reputation of the people connected with the movement will steer the public in the opposite direction.

  ◆ **Crossroads (“intersect, entwine, & entangle”)** – you may introduce several matters into the discussion so that you can make concessions on one & gain on the other; can also be used to raise a counterdemand as a temporary issue when your opposer has made what you feel is an uncalled-for demand.

  ◆ **Blanketing (“shotgun coverage”)** – raising a secondary issue to conceal your main concern; 1 technique: to try & cover as large an area as possible to achieve a breakthrough in 1 or more places; another aspect: you want to prevent your opposer from knowing where your weakness lies.

  ◆ **Randomising (“Outbluffing by chance”)** – make use of the law of chance to defeat the “bluffing advantage” in a game.

  ◆ **Random sample (“Fibbers can figure”)** – picking a sample & assuming that the sample that has been chosen will represent the whole.
• *Salami* ("A slice at a time") – involves taking something bit by bit, so that you eventually get possession of the entire piece.

• *Bracketing* ("How to make & hit the mark") - (in old artillery term) “arranging the shell to fire above the target, the 2\textsuperscript{nd} below the target, & thereafter the bracket was split successively until reduced to an old distant target.

• *Agency* – using an agent to conduct a negotiation on behalf of one.

• *Shifting levels* ("It looks different from here") – deals with a strategy or tactic in which you change your involvement in the problem to a higher or lower level; may include dividing the problem into different parts, redefining the situation, or rehandling it.; some forms of shifting levels: changing the view of the problem; changing the viewpoint; by shifting levels – you can change the entire direction of what you are doing or attempting to do.