

Three Types of Negotiators

(adapted from the Black Swan Group)

	Analyst	Accommodator	Assertive
See themselves as:	realistic, prepared, smart	personable, relationship-focused	honest, logical, direct
Others may see them as:	cold, standoffish	friendly, too talkative	aggressive, harsh
Their view on business relationship:	as long as they don't cause conflict, they preserve the relationship	the relationship is most important	needs mutual respect
Cares about:	acquiring facts, info	building relationship	being heard
Negotiation mindset:	Time = preparation Silence = time to think	Time = relationship building Silence = anger	Time = money, goal Silence = chance to speak more
Characteristics:	methodical, diligent, skeptical, reserved problem-solver, slow to answer calibrated questions	optimistic, peace-seeking, distractible, poor time manager, hides hesitancy, may overpromise	focus on getting it done, loves to win, spars intellectually, will only listen if they think you hear them
Views on reciprocity:	Giving = give only things they have thoroughly considered; Receiving = are suspicious if you give first	Giving = likely to give up something first; Receiving = take it as confirmation of positive relationship	Giving: give them an inch, they'll take a mile; Receiving: if they give up something, they expect something of value in return
Tips for them to be effective:	Smile when speaking to people.	Reduce chit-chat. Don't promise what you can't deliver.	Soften your tone. Use calibrated questions and labels.
Tools to use with them:	Use labels to compare analysis and data to explain your reasons.	Use what/how calibrated questions focused on implementation.	Use mirrors, calibrated questions, labels, summaries that lead to a "that's right."
How to get them back:	Show them you are ready to get something accomplished.	Say you are sorry.	Invite them to re-engage.