

Daniel Hall Presents



Episode 118

How to Successfully Negotiate with Difficult People

with Greg Williams

Welcome to this episode of the Real Fast Results podcast! Greg is today's special guest. He's known as a master negotiator, and he's also really good at figuring out body language. Of course, those two skills go hand in hand. Greg has been practicing this art form for more than 30 years. In fact, he spent 20 years studying how body language can affect negotiations.

Over the years, he's participated in many negotiations within universities and governmental establishments, seminars, schools, municipalities, and industrial settings, and he has even served on a number of corporate, business, and governmental boards. Greg is often sought out for his expertise, and we are thankful to hear what he has to say today. Thanks Greg...

Promise: Successful Negotiations

First of all, thank you for the invite. **My tagline is, "You're always negotiating."** What that means is that the actions you engage in today influences/impacts tomorrow's potential outcomes. Thus, the better you can negotiate, the greater outcomes you are going to experience, no matter what it is that you're trying to achieve in life.

How to Handle Difficult Negotiations

First of all, you should always gather as much information about any situation that you're going to be involved in, prior to your negotiations, as possible. **The reason for this is that the more**

information you gather, the more of a strategy you'll be able to develop, dependent upon the individual with whom you are negotiating. That's to say, you can use the exact same strategy that netted the exact outcome that you were seeking in one particular situation, but because the variable happens to be that you are negotiating with a different person, you would then have to use a different set of strategies.

That's in order to find out exactly where you are going, or where it is that you need to go in order to actually determine what strategies would be best suited in this particular case. **When it comes to negotiating in difficult situations, you have to be even keener about the strategies that you are going to employ.** And, you'll want to have exit ramps from the negotiation, in case things are not going in the manner that you thought they would go.

Okay, you're going down a particular path as you are negotiating with someone who is considered to be a difficult negotiator. There is a distinction between that and a bully, by the way, and I want to get back to that in a moment. But, the more time you engage and put into a negotiation, the more likely you are to actually acquiesce, make concessions that will hurt your position.

This is part of the reason why you need the exit ramps. You might start to think, "Wait a minute, this is not going the way I thought it was going to go. Let's stop it right here so that I don't invest more time." You might also decide to test the other negotiator. When it comes to difficult negotiations, know what you are getting into and have different strategies ready so that you can call upon those strategies in order to ensure that the negotiation progresses along the path that you sought.

How to Prepare for a Negotiation

First of all, depending upon the value that a negotiation contains for you, you would engage in longer practice sessions per who it is, or the type of characteristics you're going to be negotiating against. You can even go as far, if it's of value to you, to have someone literally imitate the type of tactics, and the types of tactics that person would involve himself within the negotiation, and in having that practice session, have borne out thoughts that you hadn't even considered per the actions that person would actually commit. If that's the case, the more you practice, the better you'll be at being able to dance, as it were, as you engage in the negotiation.

Here's something else that you should keep in mind, especially when you are negotiating with someone that you feel as though would be a difficult negotiator. **Consider how you are going to position yourself.** Let's say that you are negotiating with someone that is known to be a bully when he negotiates. Do you wish to be a bigger bully, in this case, to back him down? Do you wish to adopt leverage in the form of either those that he looks up to take that leverage away from him, or do you plan to employ your own leverage in the form of whatever it would be that would actually make him acquiesce to your demands?

Those are the kinds of thoughts that you take into consideration, along with the stress factor. **When it comes to negotiating, we all have different levels of stress, and if you know**

how to push that other negotiator's buttons, you can induce stress, even, in him. Let me share a quick story. I have negotiated around the world, and I have negotiated on the behalf of some government entities also.

We won't go into that until another session, perhaps, but the point that I want to make right now is that there is a situation where there was one gentleman that would literally turn the temperature up or down in his office, with the person that he was negotiating with, based on the mood that he wanted to inflict inside of that particular individual. So, there are all kinds of nuances that you can engage in, but you have to know what makes that other negotiator tick, and how to make him tick when you want him to, not when he wants to.

How Do I Know What Makes the Other Negotiator Tick?

You can gain insight by looking at how he or she addressed prior negotiations. Now, if we are talking about a corporate environment, believe me, you can gain insight into how someone negotiates just based on their reputation, and based on others that they have negotiated with. That's why I said, dependent upon the outcome of the negotiation, you dig deeper. With the advent of the Internet, you can gather all kinds of information about an individual. You can even use leading questions that pin that person into a corner based on how he or she has reacted in the past.

Here's an example. What about the question of, "When did you stop beating your wife,?" The inference is that you did beat your wife. If he goes, "Well, I never beat my wife," you can just go, "Hmm..." [looks away] and just leave it at that. So, you can employ all kinds of strategies, but again, you need to know exactly how he or she is going to respond, and you can gather that insight based upon how he or she has reacted in past negotiations.

You need to also understand the value of body language when it comes to deciphering what someone's real intent is. You noticed a moment ago, with that example that I just sighted, that I looked away, with my lips slightly turned up like, "Yeah, okay, whatever," and the way I turned away was like I was saying, "Well, we will just let that one slide on off."

There are all kinds of nonverbal signals that are going on also when you are negotiating. **Therefore, the better you are at deciphering body language and nonverbal signals, the more insight that you will also gather.** And, that's something else you can do to gather background information about the individual with whom you are negotiating or will be negotiating with. Tips

Tips About Body Language

Now, this isn't a hard and fast rule, so you always have to set a foundation for how someone uses their body, as it were, in order to understand what is real in that particular moment and time. So, as an example, you look to your left when you are trying to think of what it is that you are going to say next and recall things that have occurred in the past. If I were setting you up to find out to what degree you were going to be truthful throughout the whole negotiation, I would ask you

questions like, “Daniel, what did you do yesterday,” and I would observe your eye movement. **So, look at eye movement, #1.**

If I said something like, “What do you think the next five years will actually look like for you?” Let’s say that then you looked off and to the right. That’s the area in which some people, the vast majority, will look to assess what’s going to occur in the future. So, I’m setting a foundation, and of course, my motto is, “You’re always negotiating.” The reason I say this is because you give signals to people when you are in “nonthreatening” environments, and you always want to create that to the degree that you can.

Anyway, back to the example. Now you and I are in a negotiation, and I say something along the lines of, “So, Daniel, the \$500,000 is the best that you’ve ever given any person that’s been on your show to do an interview, correct?” Notice the nonverbal lead I am giving by nodding my head “yes”. Let’s say you look to the right. Again, you are looking in an area that says, “Let’s see what I can construct here.” That tells me that, “Maybe this guy is getting ready to come up with an answer that’s not 100% truthful.”

Later on, I would circle back to that same question, and I might even alter it by saying something along the lines of, “So, Daniel, you said \$400,000 was the most you’ve ever given...” nodding my head yes once more. That’s to see if I can lead you and hear your response in that particular case. So, the eyes, #1, is something that you can observe. You can also observe, if you’re talking to someone, the comfort gestures that people actually perform. These are ordinary to them, and they aren’t even aware of them.

An example might be rocking in your chair. That’s just a comfort gesture that doesn’t necessarily mean that you aren’t comfortable, but it suggests that you want to be more comfortable. Here’s the thing about the body. The body attempts to never lie, and thus, it will compensate for something that it believes is not 100% true by performing comfort gestures. Somebody may just rub their face for a moment, or just stroke their eye, or touch themselves in some way, and that’s one form of comfort gesture that you need to be aware of.

The feet would be the third thing that I would also suggest you pay attention to, if you are in person, with someone. When someone’s feet are pointed towards another’s, those two individuals are connected both mentally and physically. When one person turns a foot in a different direction, to the right or to the left, mentally that person has started to disengage from the negotiation. More than likely, that person is going to exit the negotiation.

If you’re standing, talking to someone... And, this accounts for why people are not as savvy as they should be. When I am talking to someone, standing straight up, I’m looking them in the eye, but I’m also observing their feet. They are usually going to take off in the direction that their foot is pointed. So, if you are negotiating with someone at the particular point in time that you observe that gesture, you can do several things.

You can, first of all, reposition yourself to align yourself with them and see what they do. You can say something along the lines of, “Maybe it’s time for us to take a break.” If that person says, “Yes, I agree with you,” that person, subliminally, will be more thankful for the fact

that you actually observe that gesture. Then, more than likely, you can maneuver in a good way, manipulate in a good way, that person towards a more successful negotiation outcome.

Let me also just point out some more about eye movement. One of the things that I talk about in my current book, [*Body Language Secrets to Win More Negotiations*](#), is how one can glean additional information per where the eyes go, what the hands do, where the feet lie, etc, etc, etc.

Negotiation Escape Routes

Off ramps and strategies in negotiations, again, it depends on with whom it is that you are negotiating. Let's say... And, here's something too... **You should never, ever, ever want a deal so badly that you are willing to cave in, in order to get some aspect of the deal.** That's the mental part that you need to understand, when it comes to mental understanding. You need to know what makes you tick. You need to know what will influence the triggers that are invoked in you to perform certain actions and be aware of them. That's a strategy. That really is a strategy.

You know that if someone speaks to you in a rude manner, and you get upset, well doggonit, the strategy is to control it and do not give that person anything from which to feed on because, if you do, they will then know to feed off of that in order to feed off of you. Okay, that's one particular strategy. How about the strategy of concessions? To what degree do you make a concession when you do, and how do you make a concession? All of those play into the realm of progressing the negotiation down one particular path.

Sometimes, if it's part of your strategy to make a quick concession early on (and again, it's the whole strategy that you're looking at, not just one simple aspect), you make it and see exactly how the other negotiator will reciprocate. **Now, I say to see how he will reciprocate, but you should already know, like a good lawyer, exactly what that response will be.** The reason you're doing it, then, is to see to what degree it's different than what you expected. Therein lies that little niche that you can renegotiate the position from which you thought something was going to occur.

So, concessions are something that you definitely have to be aware of. The other strategies are... **To what degree does this particular individual want what you have?** Why does he want what he's seeking from you? You need to understand that too because if you have something that is so valuable to him, that means you have more leverage to him. Thus, you have to know where your leverage lies. I spoke earlier about how you are going to go about getting some of that leverage, and therein lies one way of how you can actually do it.

The endgame of a negotiation is another point at which you have to be extremely careful. Let's say that I have been subservient to you throughout the whole negotiation. Thus, you think to yourself, "I can railroad this guy into doing anything and everything I want him to do." Then, all of the sudden, we come to the conclusion of the negotiation, and I get a backbone, and I say to you, "Daniel, it's not going to happen that way." And, you go, "Huh? What did I hear you say? That's not how you've been all along."

All of those strategies that I just went over are some of the strategies that you can employ. There's the "Pincer Move" also, in which you are negotiating with someone and you make it so cumbersome for them to get out of the negotiation with what they thought that they were going to get, that they take whatever you offer so that they can actually exit the darn thing. It appears that they are really surrounded. You've taken their leverage away, in the form of their support, you've added more leverage to your side by showing who is backing your position, etc., etc. That's just another strategy that you can employ.

So, I Can Use This in Everyday Life?

In my next book, [*Negotiating with a Bully...*](#) There are times when a spouse or someone else in your life may be insisted upon going somewhere, or doing something, or something of that nature. You have to understand that person's perspective because to the degree that you understand that person's perspective, you know that person just had a bad day, and you want to sway that person's feelings by being submissive to that person's wishes and desires.

When it comes to negotiating with a real bully, what you have to be mindful of is, "How is this person going to try and maneuver me? What tricks will this person try and utilize? And, to what degree will this person outright lie to me in order to maneuver me to a certain position?" Again, in my next book, which came out June 18th [*Negotiating with a Bully*](#), I talk about all of those aspects.

What's a real win for you? Is it something that you have short-term, or is it something that you're looking for long-term? If it's long-term, okay! I have more leverage! I can give you a little bit now and a little bit later on, etc., etc., etc., but I have to know your characteristics, especially when it comes to negotiating with a bully. That is, in order to know how I am going to "appease" you when such is warranted and kick you back when that's warranted too.

Should I Always Think Along the Lines of Quid Pro Quo?

It depends, like anything and everything else in a negotiation. Let's say that your strategy is to appear to be meek, mild, and someone that will follow what the other negotiator is actually laying out and making requests for. Thus, the first concession you give, and you do so in a meek manner, even. And, you may do so a second time and a third time, but all of the sudden, you start coming out of that meek, mild mannerism, and you start to show more of a fortitude about what it is that you're going to do throughout the rest of the negotiation.

So, it really does depend. If the person is the type that will acquiesce and give back, and thus, you're trading back and forth, or you can let some of those concessions pile up, and then you can use those chips for a much larger concession also. For example, "Daniel, my gosh! I gave you A, I gave you a B, I gave you C," and for dramatic purposes, you pull your pockets inside out

and say, “I have nothing else to give. Can you please make this concession? I mean, I’ve already walked more than half way.”

I’m attempting to make you feel a little empathy for me, #1. I’m also attempting to make you feel a little bit guilty about being unfair. All the while, that could be part of my strategy. You know what? I’ll tell you something else. A lot of times, when I’m observing the US Government in action and how they are negotiating, I listen to the pundits. Now, I’ve been on many news programs, TV news programs, to site what’s occurring from a body language perspective, or the actual negotiation tactics used by a politician, or those in the news, period. I tell people, “You don’t know what their strategy is right now.”

So, when I’m watching these pundits tell their audiences, “Oh, he made a bad decision here...” How do you know? It’s the same thing when you’re engaged in a negotiation. As you go about engaging in the negotiation (again, it bears repeating) have an expectation as far as what’s supposed to happen as the result of something that you do. Put a hallmark there. Did it occur the way that I thought it was going to? You don’t always have to give in order to get or get in order to give. It depends on the situation and circumstances.

How Do I Connect with Greg?

Well, again, the current book is [*Body Language Secrets to Win More Negotiations*](#). The new book is: [*Negotiating with a Bully...*](#) Also, if people wish, they can sign up for my free newsletter that gives out negotiation tips and body language advice. That’s at www.TheMasterNegotiator.com.

Resources

[*Body Language Secrets to Win More Negotiations*](#)

[*Negotiating with a Bully...*](#)

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