

you don't care who gets the credit."

Finally, be aware that no arrangement made under duress, or in an atmosphere of hostility, is likely to work for long, so a spirit of goodwill and co-operation is crucial. Never storm out of a meeting, lose your temper or try to use emotional blackmail as a bargaining lever, since you'll only damage your credibility. And remember: if at first you don't succeed... negotiate, negotiate, negotiate!

**BARGAINING BASICS**

Once you're a truly skilled negotiator, you can talk people into - or out of - anything. Follow these steps to perfect the technique

Corporate training specialist Trevor Ketler says the ideal situation is for the other party to "buy into" your initial idea. "If you've done sufficient planning, you'll have a clear idea of what you want and how best to express it. The more powerful your presentation, the less likely you are to encounter strong opposition. If the other party basically buys into what you suggest, it's just a matter of refining details, rather than giving way on crucial issues."

Ketler offers the following tips for negotiating in the workplace:

Start by describing how the situation would benefit everyone if the other party bought into your idea. For example: "This department would run smoothly and efficiently if our manager had an assistant to alleviate her workload. Output would be quicker, fewer mistakes made and a greater profit shown."

Now offer a practical suggestion: "For this to happen, I'm offering my services in the position of assistant manager."

Now back up this suggestion by pointing out why it's feasible: "I've done this job for the past 10 years and have often stepped into the manager's shoes when she's been out of the office. This means I'm familiar with her duties and I could take on a lot of her daily workload, freeing her to manage the department and focus on the profits."

Should a concern now be raised ("How would that impact your colleagues in the project you're currently working on?"), put concessions on the table. "I've thought of that, and I'm happy to brief a replacement for myself in the project, so they can continue the work with no hiccups. Alternatively, I'd be willing to complete the project before assuming the role of assistant manager." Having shown that you're reasonable, flexible and aware of everyone else's needs, your suggestion gains a lot more strength.

**KNOWLEDGEABLE NEGOTIATORS**



**KALYANI PILLAY, CEO: SA Banking Risk Information Centre**

**What's the most important negotiating lesson you've ever learnt?**

To know my facts and remain calm and focused, without becoming emotional.

**What other negotiating tip can you offer aspiring businesswomen?**

Don't be afraid to pull out of negotiations if they're going nowhere, or if the other party's being completely unreasonable.

**LEANNE DEWEY, Legal Executive: Liberty Group**

**What aspects are key in successful negotiating?**

Everytime you negotiate, you'll learn more about the process. It's a vital part of business and is usually part of a bigger puzzle. You need to distinguish between a particular battle and the greater war. Sometimes you can win the battle, but you won't win the war - so choose your battles wisely.

**What communication style do you recommend?**

Your best bet is to be assertive, but not aggressive. Try to be as flexible as possible - don't deal with all people the same way. You need to analyse the situation and adapt to it.



**LEBOHANG MOFOKENG, Managing Director: Praise Personnel Agency**

**What's the most important negotiating lesson you've ever learnt?**

To listen without prejudice to other parties' needs and points of view. In order to negotiate effectively, one needs to have a clear understanding of the client's specifications, as well as the ability to look at the situation holistically.

**What's been the most significant thing you've had to negotiate in your career?**

Maintaining existing clients and getting new ones. I did that by providing them with references from companies for whom I'd previously completed successful projects. **D**