

PREFACE

What led to the birth of this sequel to my book *Personality Selling*? After piling up the frequent-flyer miles crisscrossing the country doing Personality Selling® seminars, I was often asked to do the seminar for non-salespeople. What I quickly found out is that many people are familiar with the principles and mechanics of negotiation, but not how to negotiate with living human beings.

The five billion, or so, of us in the world are all unique. Yet, we share traits that are similar to some, and different from others. The variation on the theme of personhood is wonderful, confusing, and at times, frightening.

Personality Negotiating™ works because it, too, is different. The one thing I've found in several years' experience in negotiating is that no two negotiations are ever alike. That's why learning only one way to negotiate puts you at a disadvantage. It only works for people who fit that one specific mould—and they are few and very far between. After you finish this book, you'll be able to come up with collaborative solutions with all types of people in all types of negotiations—I promise. And the best part is that you can just be yourself.

Good luck and good negotiating!

Tom Anastasi

Chapter 1

HOW PERSONALITY NEGOTIATING WORKS

Business is one big negotiation. We all spend a good part of our day negotiating with coworkers, our bosses, other departments, customers, suppliers, and salespeople. Today, more than ever, resources are scarce, budgets are tight, and people everywhere want their fair share of the pie. With Personality Negotiating, the marriage of negotiation skills and psychology, you'll know how to negotiate with all types of people in all types of situations.

Using Personality Negotiating, problems get solved collaboratively yielding results that are optimal for everyone involved. Because everyone is a winner, relationships are not only preserved, they're enhanced. Without Personality Negotiating, the pie isn't always fairly divided. This can lead to animosity, the breakdown of communication, and the destruction of valuable relationships.

Personality Negotiating is a behavioral approach to negotiating that enables you to use your natural communication and observation abilities to better understand others' negotiating styles. You do this by discovering and keying in on your personality traits and those of the people you're negotiating with. Understanding how these personality traits influence behavior lets you adapt your negotiating style to theirs. The result is that you'll both find dealing with each other easier and more fruitful. The agreements you walk away with will be the best they can be for everyone.

Some People Are Easier to Deal With

Have you wondered why some people are naturally much easier to negotiate with than others? The reason is that people with personalities similar to yours see things as you do, so your styles merge and communication flows easily. You deal with them as they want to be dealt with, and vice versa. Those who don't share your personality traits see things differently, so without Personality Negotiating, you have to work harder to get your message through and to appreciate what they're saying. With Personality Negotiating, you can discover these different traits and modify your approach accordingly. Even when you and others have different

To
my grandparents
Thomas and Catherine Anastasi

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and Negotiating Training Company.

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personalities and different agendas, your negotiation style will click with theirs. Everyone is potentially easy to negotiate with. Personality Negotiating makes that potential a reality for you.

Personality Negotiating Is Not a Tug-of-War

Not only is Personality Negotiating different from a battle of wills, it is the antithesis of a battle. In a battle, the idea is to get as much as you can, while giving up as little as possible. In general terms, in a battle you have three possible outcomes: 1) a clear winner and a clear loser; 2) a draw; or 3) two losers. In every case, someone walks away unhappy or unsatisfied.

With Personality Negotiating Both Walk Away Winners

One of the biggest negotiation myths is that negotiation is the art of compromise. When you use the Personality Negotiating principles you'll seldom need to compromise. This is because the vast majority of the time, parties can invent a solution that fully benefits all. Instead of maybe dividing the pie, you think up ways to make two pies.

You and the other side accomplish this by finding out what each of you needs and by giving up what you both can to get it. The ingredients to a successful negotiation are knowing what each other wants and developing strategies for change that will benefit everyone. You both walk away from the deal better off than when you started.

What's the Catch?

In most negotiations, achieving mutually beneficial agreements proceeds smoothly. This type of agreement is easy—assuming that those involved: 1) verbalize their desires; 2) want to listen; 3) understand and appreciate each other; and 4) desire and develop collaborative solutions. The catch is that everyone is not always a motivated negotiator; that is, don't want a mutually beneficial agreement. There are many reasons this occurs. The two most common are: 1) they want a deal that only benefits them; or 2) they would rather avoid any kind of conflict than negotiate.

Personality Negotiating shows you how to deal with motivated and the non-motivated negotiators.

Here's an example of how Personality Negotiating works:

Peter is the general manager for a sporting goods store at a summer resort. Each year his employees leave two weeks before Labor Day, his busiest time, to have a vacation before they go back to college.

Peter's policy is that students who leave before Labor Day will not be rehired the following summer.

The problem is that he rarely gets return help, and training new hires takes a long time. The employees like working at the store and would find it hard to get another job, but feel they need the time off before the start of the school year.

THE NEGOTIATION: Both Peter and the students know intuitively that the situation is a lose-lose deal, but no one has been able to break the impasse. However, using Personality Negotiating, the students have learned that basing arguments on how they *feel* would sway some people, but not Peter.

They know they must present Peter with factual evidence to change the rules. They must also devise a feasible implementation plan.

THE SOLUTION: The students' need is to have a vacation during the summer. Peter's need is to have coverage during Labor Day and return help the following year.

The solution is to have the employees take their vacations earlier in the summer and work through until Labor Day. They develop a plan showing how the schedules work with their vacations. Peter accepts the deal and everyone is satisfied.

Solutions Don't Always Jump Out at You

Collaborative solutions are not always this easy to reach. If they were, books like this wouldn't be necessary. Reaching mutually beneficial options is often possible because both parties have needs to be addressed and resources that can be spared. Sometimes that resource is money, other times it's effort, or accommodation. Sometimes the answer is straightforward and sometimes it's esoteric. Every negotiation isn't tortuous, but for the ones that are, Personality Negotiating channels your efforts to useful and practical goals.

The Good, the Bad, and the Ugly

Personality Negotiating provides practical and proven strategies for dealing with all types of negotiators—the good, the bad, and the ugly. You'll see all types and must deal with them regularly. Here are some examples:

Diane is going to be a bridesmaid at a friend's wedding on Sunday. She has to leave work promptly at 5:00 on Friday to attend the rehearsal. At 4:30, her boss gives her a lengthy report to finish by the end of the day.

Diane feels stress because she is being pulled in two directions. At 4:45 Diane knows that she can't finish the report in time. She approaches her boss with the problem. Here's how the good, the bad, and the ugly negotiating boss would react.

THE GOOD NEGOTIATING BOSS: I just got this task from my supervisor, who needs the report for the stockholders' meeting Monday at 10:00. Could you finish it early Monday morning? That way, you could go to the rehearsal, enjoy the weekend, and my boss could get her report.

She is a good negotiator because she seeks to address what's important to others, and then discuss what's significant to her. She works to invent situations that work for everyone.

STRATEGY: First, explain all the things that are important to you. Then, make sure that you have a complete grasp of the boss' concerns. Finally, develop a collaborative deal that works for both of you.

THE BAD NEGOTIATING BOSS: I know it's an inconvenience, but I just don't want to deal with this now. If you finish it today, we'll know it's done. So why don't you stay an hour to wrap it up?

This person is a bad negotiator, not because she is hostile, but because she wants to avoid conflict. Ironically, while trying to avoid conflict she creates new conflict.

COPING STRATEGY: First, empathize with bad negotiators, showing them you empathize that this conflict has put them in a difficult position. Then, explain the problem in impersonal terms. Finally, find out what their worst-case scenario is, and develop a scenario that will be amenable to them.

In this case, Diane's boss' worry is that the report won't get done by Monday. Diane assuages that fear by laying out a game plan that will keep to everyone's schedules.

DIANE: I'll work on the report tonight, after the rehearsal. If I have any problems, I'll give you a call. Sunday, after the wedding, I'll put it into the computer and it will be all set first

thing Monday. Your supervisor won't have a chance to look at it by then, anyway.

The next type of negotiator is the ugly negotiator. Ugly negotiators don't care about the other party's needs. They care solely about their own.

THE UGLY NEGOTIATING BOSS: If you leave before finishing the report, you're fired.

Ugly negotiators are difficult to deal with during any type of contact, including during negotiations. Fortunately, they can be managed. Here's what to do: 1) understand that the reason they are being belligerent is that they are insecure and feel threatened; 2) remember that escalating conflicts tend to threaten them; 3) defuse the anger by getting them to calm down; and 4) after they are calm, begin exploring alternatives.

DIANE: (With her hand up like a traffic cop.) Stop! (After her boss has regained composure.) Your supervisor just gave you this report to do fifteen minutes ago. You've known for a long time that I have to go to the wedding rehearsal tonight and will be busy all day Saturday. I don't want to rush and do a poor job because that would make both of us look bad. I'd be happy to come in tonight after the rehearsal or on Sunday after the wedding to finish it. That way, you could get a quality report and I could keep my obligations. Is that okay?

Finally, remember that you cannot cure the difficult person. But you can manage the relationship so that you deal with them on an even, adult basis. (In Chapter 12 there will be many more examples of negotiations with various types of difficult people.)

As you can see from these examples, what makes negotiation work is not only the process, but understanding the people involved in the process.

Three Things Make Personality Negotiating Work

Personality Negotiating has three parts: 1) the way you communicate and negotiate; 2) the way the other side communicates and negotiates; and 3) the interactions between you and them. The first part of Personality Negotiating involves learning about your personal style. The sec-

ond part is understanding others' styles. The third part is developing a strategy to make sure the mix of styles works well.

These three components of Personality Negotiating will be used throughout the book. You'll learn step-by-step techniques for adapting your approach in everyday, practical business situations.

Don't I Understand People Already?

Many negotiators understand the personality traits of the people they bargain with. They have learned through trial and error which strategies work with which types of people. If you are a seasoned negotiator and adapt your negotiating style to the various situations you deal with, Personality Negotiating will be a reinforcement that what you're doing is right and why your approach works. If you are an inexperienced negotiator, Personality Negotiating will help you avoid seat-of-the-pants learning. You'll know right away what can take others many years of trial-and-error-type negotiating to figure out.

How Personality Theory Helps in Negotiating

There are four ways in which the personality theory in Personality Negotiating can help in reaching agreements. They are by revealing:

1. How communication flows most comfortably and effectively.

Craig just asked the members of his department if they have any questions or concerns about his proposal. After a good amount of time, they haven't said anything. Craig closes the meeting satisfied that everyone is happy. Should he be confident? (The answer is in chapter 3.)

2. The type of information that sways people best.

Jenny is negotiating with her boss about her need for a budget increase. She has brought to the meeting thirty pages of neatly organized, impeccably accurate data that she believes proves her case. Will she be successful? (The answer is in chapter 4.)

3. What convinces people to come to agreements.

Paul is negotiating a volume purchase agreement for computers. He's sure the secretaries will be happy with the com-

puters because they'll save time and effort. Will they like the computers? (The answer is in chapter 5.)

4. What perspective people have about time when they make a decision.

Boris wants the paper supplies contract wrapped up by Friday. He needs Cathy, his boss, to approve the purchase order to buy the supplies. Will he get the approval by Friday? (The answer is in chapter 6.)

We'll look at each of the above cases in detail in the coming chapters. What you'll find is that the answers to these, and other everyday situations, differ depending on whom you're dealing with. The tendency is to negotiate the way we would want others to negotiate with us. The problem is that this works only with those who think and act as we do.

Strategies that work well with one type of person, won't work with others. That's why you can't do cookie-cutter negotiations (negotiate the same way every time). With Personality Negotiating, you'll know how to, when to, and in what ways to deal with all types of people. That's why everyone will become an easy-to-negotiate-with person. It won't make any difference if they are good or bad negotiators at the start of the negotiation.

How to Deal with Poor Negotiators

If you're not dealing with good negotiators, you need to teach them negotiating skills. At the beginning of the American Revolution, General George Washington was faced with a militia made up of farmers to fight the British army. Since the farmers didn't know how to fight, he had to train them to be soldiers. As the saying goes, "If you have lemons, make lemonade."

Most of the time in any negotiation is spent educating the other side about your concerns and the negotiation process, and learning from them what their concerns are. Since negotiations go most smoothly when the parties involved are good negotiators, you'll learn specific, practical skills for training the other side in Personality Negotiating. If they don't know how to deal with you, you can teach them.

Personality Theory Is Proven in Business

Personality Negotiating uses personality theory to predict other people's behavior accurately. The personality theory in Personality Negotiating

is based on Carl Jung's work on personality type.¹ Jungian personality type is measured in many ways, the two most common being the Kiersey and Bates temperament sorter and the Myers-Briggs Type Indicator (MBTI)®.² It's used in business today primarily as a management development tool. Two psychologists, Isabel Myers and Katherine Briggs, developed the MBTI to help people appreciate each other better. The MBTI has been used in business for over forty years and has been validated in hundreds of scientific studies. Thousands of companies, including Apple Computer, ITT, and Digital Equipment Corporation administered the MBTI and other Jungian personality-type measures over two million times last year.³

Many people, however, haven't heard of the MBTI, and they're unaware of its value in negotiations. *Personality Negotiating*, using the same Jungian concepts, describes and categorizes behavior four ways, with each category, or index, having two alternative preferences for a total of eight separate preferences.

The Eight Preferences

Here is a brief overview of the eight preferences and their individual relevance in negotiations. The preferences will be covered in detail and in combinations in the chapters ahead with examples of their usefulness in negotiations.

Index #1—Introvert/Extrovert

This first index, presented in chapter 3, is the Introvert/Extrovert index. It is useful when choosing how and where to communicate with people.

INTROVERT: Introverts like to analyze information alone and consider questions before they speak.

IMPORTANCE TO NEGOTIATORS: Make sure you send them information they need to understand your position before the negotiation. Also, when you ask them questions, wait for answers.

EXTROVERT: Extroverts like to be in a group and enjoy discussing ideas.

IMPORTANCE TO NEGOTIATORS: Meet with Extroverts regularly, and discuss ideas with them instead of giving them information to read.

Index #2—Sensing/Intuitive

The Sensing/Intuitive index (in chapter 4) is especially useful when you decide on the content of supporting data used in negotiations.

SENSING: Sensing types are convinced by data that is rich in facts, and they want answers to problems to have practical benefits; they'll notice every detail.

IMPORTANCE TO NEGOTIATORS: Give them what they want: fact, details, and practicality.

INTUITIVE: Intuitives need to know the theory behind an idea, and they don't want much detail.

IMPORTANCE TO NEGOTIATORS: Speak with them in terms of the big picture, and don't get bogged down in details.

Index #3—Thinking/Feeling

The Thinking/Feeling index (in chapter 5) comes into play when you're ironing out differences. It's what salespeople call handling objections. This index lets you know the type of objections to expect and the best way to deal with them.

THINKING: Thinking types make decisions objectively and analytically.

IMPORTANCE TO NEGOTIATORS: Stress the logical reasons for their accepting your bargaining points.

FEELING: Feeling types make decisions based on improving the quality of people's lives.

IMPORTANCE TO NEGOTIATORS: Stress the human benefits of coming to a decision.

Index #4—Judging/Perceiving

Finally, there is the Judging/Perceiving index (in chapter 6). The Judging/Perceiving index is the key indicator for knowing when to close a deal because it measures a person's view of time in decision making.

JUDGING: Judging types like making schedules and deadlines and keeping to them.

IMPORTANCE TO NEGOTIATORS: When you negotiate with Judging types, make sure you respect and keep to their schedules.

PERCEIVING: Perceiving types like flexible schedules and deadlines, and are careful decision makers.

IMPORTANCE TO NEGOTIATORS: Be flexible with the Perceiving types. They will be event driven, not time driven. Discovering the addressing key events that need to happen before they commit will drive the negotiation forward.

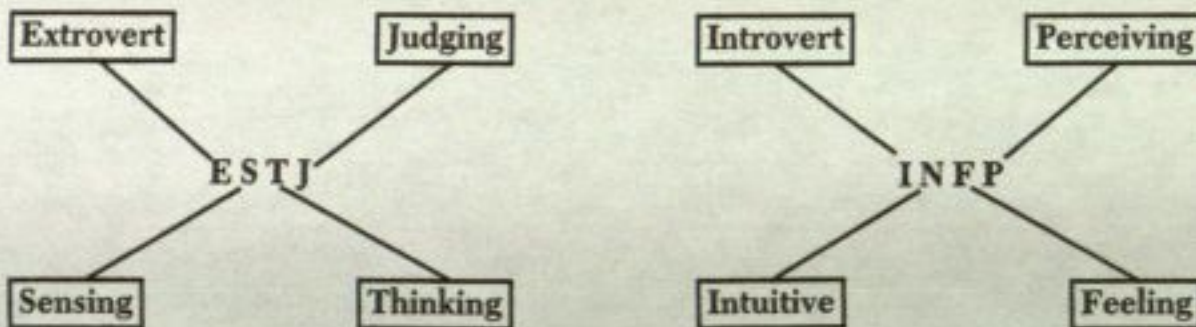
MBTI Shorthand

MBTI shorthand abbreviates each preference by its initial letter as follows:

Index 1	Index 2	Index 3	Index 4
E Extrovert	S Sensing	T Thinking	J Judging
I Introvert	N Intuitive	F Feeling	P Perceiving

Note: You can't use I for Intuitive in the second index because that letter is taken up by the Introvert preference in the first index.

According to MBTI theory, each of us leans towards one of the two preferences in each of the four Personality trait areas, or indexes. Our four index preferences, collectively, are our personality type. There are, therefore, sixteen possible personality types. (For example, one is the ESTJ, an Extroverted, Sensing, Thinking, Judging type.) No wonder people find others hard to figure out.



Most People Are Unaware of Their Preferences

Many of us are unaware we have the kind of preferences listed above, though we all do. For instance, Judging types tend to think of the perfect vacation as one that covers sixteen countries in twelve days, with every second planned and accounted for. Perceiving types might want to just get in their cars and start driving, taking each minute as it comes. While both ways are different, neither way is better. Making Judging types leave their watches and itineraries at home, or Perceiving types keep to a tight schedule is like making left-handers write with their right hands. They can do it, but it won't be natural, easy, or fun.

The Mechanics of Negotiation

Every negotiation is different. Yet, all types of negotiation share similar components and a general structure that will be looked at in chapter 2. Chapter 3 will begin the mingling of personality theory with negotiation skills.

Conclusion

Personality Negotiating makes impossible negotiations possible and possible negotiations easier. Personality Negotiating involves understanding your personal communication and negotiation styles and adapting them to the situation at hand. Many people feel the best part of Personality negotiating is that they can just be themselves. They don't have to say or do things that make them feel uncomfortable or silly. Personality Negotiating doesn't try to make you copy other successful negotiators, because what's right for one isn't right for all. Instead, Personality Negotiating gives you the tools to be the best version of who you are. The result is that everyone will walk away a winner.

What's Your Type?

To learn your personality type, answer the test questions in upcoming chapters or use the Negotiation Personality Guide at the back of this book. It isn't the Myers-Briggs Type Indicator, but it will give you a good idea of your preferences. The Negotiation Personality Guide is based on the answers that people who have taken the MBTI gave in Sales and Negotiation Training Company training seminars.

NOTES

1. Carl Jung, *Psychological Types* (New York: Harcourt Press, 1923).
2. The Myers-Briggs Type Indicator is a registered trademark of Consulting Psychologists Press, Inc., Palo Alto, California. The MBTI is a trademark of Consulting Psychologists Press, Inc., Palo Alto, California.
3. Thomas Moore, "Personality Tests Are Back," *Fortune* (March, 1987), 74-82.