



# Negotiating and the Temperaments

## Part I

Training in the temperament concept of negotiating is contrary to what is taught in traditional sales training. For example:

### **The law of numbers**

Traditional sales training says: Develop a pitch and say it to enough people and it will work.

The temperament concept of training says: Remember the law of numbers, but be flexible and adapt your sales presentation to the temperament of the person you are dealing with. Your prospects will feel understood, and your closing ratio will increase.

### **Enthusiasm**

Traditional sales training says: Enthusiasm sells your product. Excitement is contagious.

The Temperament concept of negotiating teaches that enthusiasm does not work for everyone. High D's, for example, are not necessarily impressed with your attempt to enthuse them and don't want to know all your clients and your stories. Just give them the facts to help them save time and make decisions. You will hear them use words like "Cut to the chase," "Just give me the bottom line," and "How will this help us reach our goals?" You must be ready to answer these questions using their language.

High I's feed off your enthusiasm. They get excited by stories, anecdotal references, hearing about people you have done business with, and the numbers they have produced using your product or service.

High S's get a warm feeling from your enthusiasm unless it is aggressive; then they are turned off by it. Watch your volume. Soft enthusiasm insures that you do not turn them off. They will not make a decision unless it is safe. They are most often visual, so use graphics or whatever you have that allows them to visualize the use of your product or service.

High C's are anywhere from cautious to cynical with your enthusiasm. Use facts, numbers and percentages and ask them, "Does this make sense?" "Do you have any questions?" or "Can I clarify anything?"

### **Dominate the conversation**

Traditional sales training says: Control the conversation with questions. Answer a question with a question.

The Temperament Concept recognizes the validity of each of the temperaments and adjusts to those differences.

For example, when the High D asks a question, he wants an answer. He doesn't want to play verbal ping-pong. If you want to "tick him off," play the game.

The High I will make a quick decision but doesn't enjoy a lot of questions.

The High S will likely perceive from your questions that you care, but be sincere about helping him or her in making a decision or you will get a cool reception in the close, and you may not have any idea why.

The High C loves to ask questions. But they love your answers to their questions even more. Know the facts about your product or service and if you need to, be ready to say, "I don't know but will find out."

### **Emotion sells!**

Traditional sales training says: People buy on emotion - not logic - and the only reason they would want facts and logic is to justify their emotional decision.

The Temperament Concept says: People buy on emotion, but it is the emotion driven by their own unique set of needs and/or fears.

The High D buys because he needs to achieve results and win, and the product or service will or will not help them do that. If he sees that it will help him achieve his objectives, he will buy it. The High D also fears being taken advantage of. So, the negotiation must include guarantees that secure his or her interests.

The High I is the most intense of all the temperaments. The High I is, by nature, the most excitable of the four temperaments. They need to look good, and the purchase of a product that will help improve their status or position is often an easy sell. They also fear being embarrassed and will stop a sale or negotiation in its tracks if they get the idea that it will not put them in the most positive of light for having purchased it.

The emotion of the High S is much more low-keyed and subdued. However, still waters run deep, and the High S will make decisions carefully. They fear dissention and disharmony and need to feel "safe" in making a decision. Being aware of this necessitates that the other party confirms the details of the agreement and reassures the High S of the logic and rationale of making the decision.

The High C appears to buy on logic and with facts to back up their decision. However, this need for logic and detail is driven by the need to do things right and to keep their world in order. They also fear being viewed as incompetent and will do everything possible to avoid the appearance of incompetency. Because of this, the other party must be aware of the need to reassure them of the logic in making the decision. A comparison of the pro's versus the con's can work well with the High C because of their need for logic, order and clarity.

Understanding the basic differences in others can make a big difference in how you relate to the opposing side. The idea that “one size fits all” puts you at a disadvantage with those who know how to adjust their negotiating style to work effectively with others to get what they want.

Part II of *Negotiating and the Temperaments* gives you more detail on the temperaments, reviews how to use assertion in negotiations, and focuses on basic communication skills that enhance negotiations.

## **Negotiating and the Temperaments**

### **Part II**

The following descriptions give additional insight into each of the four temperaments and how to successfully negotiate with each of them.

#### **The High D**

1. The Street fighter – views negotiating as a win/lose event. Your job is to win for your side.
2. Goal – to win.
3. Style – threatening, hard, domineering and implies that if you don’t go along with what he wants, “It’s going to get uncomfortable around here, and you’re not going to like it.”
4. Weakness as a negotiator – tends to dig in to a particular position. They are bound and determined to get something out of the negotiation even if it would be better for them to yield.

#### **The High I**

1. Cheerleader – They get so excited about things that they tend to lose perspective. They can be so optimistic that they may have negotiations fall down around them because they didn’t realize there was a problem.
2. Goal – in negotiating is to influence and change others’ minds.
3. Style – excitable. Wins others over with enthusiasm and swaying them over to the High I’s side.
4. Weakness as a negotiator – They can ignore others and not listen. They make promises they cannot keep. Lack of follow-through on the details is also a weakness of the High I.

## **The High S**

1. Pacifier – They prefer peace at all costs. The problem is that the cost to them - and even to others - can be high. Peace and harmony may be more important to them than candid and honest communication.
2. Goal - in negotiating is not to win but to make sure everyone is happy. Goal is agreement and everyone's satisfaction with the results.
3. Style – soft. Develops relationships. “If we all like each other enough, we’ll agree.” Gives in too easily and accepts losing believing that if they give in, the other(s) will give in, too.
4. Weakness as a negotiator - too passive. Places position of others above their own. Plays the “nice guy” to avoid conflict unless they stand to lose something that “belongs” to them.

## **The High C**

1. Thinker/Analyzer – Their thinking and their world must have a sense of order. They are conscientious and expect others to adhere to their standards. Negotiations can be a little too disorderly and uncertain for them.
2. The High C doesn't like the emotion inherent with the push and shove of negotiation.
3. Goal – in negotiating is to keep the process organized and insure everyone is playing by the rules.
4. Style – ignores relational aspects and operates mainly on facts.
5. Weaknesses as a negotiator – inflexible and rigid. Operates from “it's the principal” approach.

## **The Assertive Negotiator**

The Assertive negotiator works to move people from looking only at their own position on a particular subject to considering their interests and those of the other(s) as well.

For example, on a global level, the position of the U.S. during the Cold War with the Soviet Union was that the Soviet Union was an evil empire whose goal was either domination of the West or total destruction. The Soviet Union held the same position about the U.S. This, of course, created a massive defensive position in terms of arms buildup on both sides. However, over time, they both realized that mutual annihilation was the ultimate outcome of hanging on to their respective positions. Both sides together decided to follow the course of mutual interests, which was peaceful coexistence and, therefore, reduction in armaments.

In the business arena, if two people take opposing positions with both sides wanting to get the most for themselves or their company at all costs, it could mean that negotiations break down resulting in a waste of time and money and even potential opportunity for future business. However, if both sides can find satisfaction in terms of mutual interests, they are more likely to reach an agreement. For example, \_\_\_\_\_

On an individual basis, if a man wants to take his son to a baseball game but his wife is concerned about the boy catching cold and, therefore, does not want him out in the cold evening air, rather than the focus being on who gets his or her way (position), caring for the boy's health is of mutual interest. The husband can still take his son to the ballgame but will need to make sure the boy is wrapped in warm clothing and the wife's concern for the health of the boy is addressed, as well (i.e., mutual interest).

Both parties' positions can be miles apart, while they may have interests in common.

The goal of the assertive negotiator is to have everyone get at least something out of the negotiation - a wise outcome for all - even though both sides may have had to compromise to come to an agreement.

The style of the Assertive negotiator is critical to maintaining mutual respect and good feelings between the parties involved. The Assertive negotiator is soft on people but hard on problems. Assertion is fundamental to effective negotiations.

If the negotiator is not assertive, then he will have a much greater chance of failure. To ensure that he will have a favorable outcome, he also needs to recognize the four basic behavioral styles, which do not necessarily parallel the temperaments.

### **Behavioral styles**

1. Aggression - basically says, "I want what I want; give in or get out of the way."
2. Assertion – says, "I want what I want; you want what you want. Let's work together to find a common ground."
3. Passivity – says, "Your wants and needs are more important than mine. I will submit mine to yours, but I will make you feel guilty for my having to give in."
4. Passive/Aggressive - sending a direct or covert message to another with the intent of harm or effecting harm in a covert or indirect way.

Examples:

- a. Sarcasm
- b. Delays
- c. Aggressive/Manipulative
- d. Gossip

### **Basic communication skills in negotiating**

One of the final points in negotiating effectively is to remember the most basic of communication skills, which is to always clarify. It is the key to all communication. In clarifying, you become an empathic listener. It insures that you hear not only what the other person says but also what he means and in many cases what he did not say.

Lastly, be a pro-active listener. The pro-active listener assertively may nudge or even prod his counterpart to determine the other's position and/or interest(s). Do not let a passive individual get away with a passive style in negotiating with you. As an assertive and pro-active negotiator, you would say something like, "John, we are in this together. I am depending on you to share your ideas and/or position on things, as well. Can I count on you to candidly share how you feel about what we have on the table?" This way, you tie them to you as well as bring them out of hiding. In so doing, you prevent them from relying on you to do all the work or worse yet, come back to you later with a change to what they will agree upon.

Negotiating is both an art and a science. It requires people-knowledge as well as basic negotiating skills. Learning both increases your confidence and sets you up for success in almost any negotiating venue.

A handwritten signature in cursive script that reads "Leroy Hamm".

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*"If you want something you have never had, you must do something you have never done."*