

## Answers

### A) Match the phrases to the definitions

Based on the context of the article, can you match the words in the box to the definitions listed below? Then add the word into the example sentence. You may need to change the form of the word to fit the meaning of the sentence.

Counterpart	counter-proposal	to have the upper hand
to walk away	to drive a hard bargain	to hold your position
To make concessions	to meet halfway	the ball is in their court
to leverage something	to push someone to	room for manoeuvre

1. We are waiting for them to make the next move: **the ball is in their court**

*"All we can do now is wait. **The ball is in their court.**"*

2. To withdraw from a negotiation: **to walk away**

*"We have to show them early on that we are willing to **walk away** from this deal."*

3. To let someone have something in a negotiation: **to make concessions**

*"We can offer them a lower price if they don't want to pay that much, but don't **make** too many **concessions**, because we simply can't afford it."*

4. A person or group who has the same function as you but in a different organisation: **a counterpart**

*"Make sure to build some rapport with our **counterpart** at the beginning of the meeting. It will give us a better change of closing a favourable deal"*

5. To have an advantage over someone: **to have the upper hand**

*"As the bigger company, we **have the upper hand** in this negotiation, so let's make sure that they know it."*

6. To use something that you already have to get something better: **to leverage**

*"We can **leverage** our expertise in order to get a better price on the deal."*

7. To argue with determination in order to get a favourable deal: **to drive a hard bargain**

*"We know that they are going to **drive a hard bargain**, so we need to explain the benefits of our offer very clearly."*

8. An alternative proposal made in response to an original proposal which was unsatisfactory: **a counter-proposal**

*"We would be very interested to hear your **counter-proposal**."*

9. The opportunity to make changes to some aspects of the deal: **room for manoeuvre**

*"We can offer them some **room for manoeuvre** on the price, but we have to make it very clear that there is no **room for manoeuvre** on the deadline."*

10. To not move in the negotiation: **to hold your position**

*"Even if they threaten to walk away from the deal, you must **hold your position**."*

11. To persuade somebody forcefully: **to push someone to**

*"We can't afford the price that they are offering. We must **push them** to lower it by at least \$10 000."*

12. To compromise with someone. To do part of what they want and part of what you want: **to meet halfway**

*"At first we need to hold our position, but we really need this deal, so we can **meet halfway** if we have to."*

## B) Key Words in a New Context

# Negotiation: The Art of Getting What You Want

Negotiation is an art, a game, and a dance. To succeed in it, you need to be patient, strategic, and know how to read your **counterpart**. Negotiation is not just about getting what you want, it's about getting the best possible outcome for all parties involved. Here are our top tips for boosting your negotiating skills.

## Prepare, prepare, prepare

The most important step in winning a negotiation is preparation. This includes researching the other party thoroughly, understanding their needs and goals and how they correspond to yours. If you have carried out more research than your counterpart, then you will go into the negotiation with **the upper hand**. Make sure you know your bottom line and have a range of options that you can **leverage** to get a better deal. For example, if you know that they are in need of expertise, maybe you can offer expertise as an exchange for a lower price. If you are trying to sell something for a high price, then you can maybe offer some extra services that they need in order to **hold your position/drive a hard bargain** on the price.

**Listen actively**

When you're in a negotiation, it can be tempting to focus on what you want to say. However, the most successful negotiators are excellent listeners. Pay close attention to what the other party is saying, and try to understand their perspective. This does not mean that you are handing over control of the negotiation to the other party, quite the opposite. If you don't like what they have to say then you will have plenty of opportunity to offer a **counter-proposal**.

**Build rapport**

Building rapport with your counterpart can go a long way in achieving a successful outcome. Start by finding common ground in shared experiences and mutual interests. Also, take time to show an understanding in their perspective, and demonstrate empathy. It's important to know that negotiation is not a battle, it's a collaboration. You need to make sure that both sides come out feeling like they have won something. The key is to know how to **drive a hard bargain/hold your position** while maintaining a positive and respectful relationship with your counterpart. Such a positive relationship will make your counterpart more willing to **make a concession** and offer you a better deal.

**Use the power of silence**

Silence can be a powerful tool in negotiation. When you're faced with a difficult question or proposition, take a moment to pause and reflect. This not only gives you time to think, but it also gives them the impression that **the ball is in their court** to fill the silence. Often, they will reveal more information or maybe even **make a concession** to break the silence.

**Know when to walk away**

Finally, knowing when to walk away is an essential skill in negotiation. If the other party is offering no **room for manoeuvre** in any aspect of the negotiation, it's best to cut your losses and move on. This doesn't mean you've lost the negotiation, but rather that you've made a strategic decision to focus on other opportunities.

In conclusion, winning at negotiation requires preparation, active listening, rapport building, focusing on interests, using the power of silence, and knowing when to walk away. By mastering these tips, you'll be well on your way to achieving successful outcomes in any negotiation.

**C) Comprehension Questions**

1. In the section 'Prepare, Prepare, Prepare', what do you think the phrase 'bottom line' means?  
**The bottom line is the final offer, or lowest offer that you will accept in a negotiation. This phrase is also used in a negotiation itself: "I'm afraid \$300 000 is our bottom line, we are not willing to go any lower."**
2. In the section 'Building Rapport', what do you think the phrase 'find common ground' means here, and how does this phrase differ from the phrase 'meet halfway'?

To find common ground means to find shared, interests, opinions or beliefs with someone who disagrees about most other things. This could be in relation to something simple like hobbies if you are trying to build rapport. It could also be shared business interests or values. Understanding shared business interests or goals could also be useful information for achieving a deal in the negotiation which benefits both sides.

To 'meet halfway' is different, because meeting halfway means to compromise specifically on a deal.

3. What are the main benefits to remaining silent in a negotiation? To what extent do you agree with this advice?

**The benefits to remaining silent are that your counterpart may reveal some more information, or they might even make a concession.**

4. In the final section, what do you think the phrase 'to cut your losses' means?

**'To cut your losses' means to abandon something which is clearly not working before it causes more damage.**