

協商策略與技巧 (Negotiation Strategies and Tactics)

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1

Preface: Five Dimensions in Approaching Negotiation Strategies and Tactics

1. Professional Knowledge on the Negotiated Issue (Negotiable vs. Non-Negotiable)
2. Distributive Bargaining (Competition, Zero-Sum Game) vs. Integrative Negotiation (Cooperation, Win-Win Outcome) in negotiation process/structure
3. Negotiators (Leader, Summarizer, Observer)
4. Negotiation Rhetoric (To Inform and To Persuade)
5. Conflict Resolution Strategies (Contending, Avoiding, Yielding, Problem-Solving, Compromising)

2019/7/5

2

I. A Definition of Negotiation

It is a process of bargaining which entails two or more interdependent parties who perceive incompatible goals and engage in social interaction to reach a mutually satisfactory outcome.

II. Pre-Negotiation Preparation for Negotiations

A good result of negotiations conducted in negotiation English can be seen as involving **seven** elements. The better we handle each element, the better the outcome will be:

1. Interests (利益)

Whatever our demand or “position” may be, we and others involved in the negotiation would like an outcome that meets our underlying interests—the things we need or care about. The more we have thought about our interests in advance, the more likely we are to meet them.

2. Options (協議方案)

A good outcome should be among the best of all possible ways to deal with our differing interests. By options we mean possible agreements or pieces of a possible agreement. The more options we are able to put on the table, the more likely we are to have one that will well reconcile our interests.

3. Alternatives (替代方案)

A good outcome should seem better than any alternative away from the table, better than things we might do by ourselves or with others. Before we sign a deal—or turn one down—we should have a good idea of what else we might do.

4. Legitimacy (公平合理性)

We do not want to be unfairly treated, nor do others. It will help to find external standards that we can use as a sword to persuade others that they are being treated fairly and as a shield to protect us from being ripped off.

5. Communication (溝通)

Other things being equal, an outcome is better if it is reached efficiently. That requires good transactional communication as each side seeks to influence the other. We want to think in advance about what to listen for—and what to say.

6. Relationship (關係)

A good outcome will leave our working relationship strengthened rather than damaged. Preparation can help us think about the human interaction—about the people at the table. We should have some idea about how to build a relationship that facilitates, rather than hinders, agreement.

7. Commitment (承諾)

The quality of an outcome is also measured by the quality of the promises that are made. Those commitments are likely to be better if we have thought in advance about specific promises that we realistically can expect, or make, during or at the conclusion of a negotiation.

III. Eight-Stage Process/Structure in Negotiations

- 1. Preparing (準備)
- 2. Arguing (辯論)
- 3. Signaling (暗示)
- 4. Proposing (提議)

- 5. Packaging (配套)
- 6. Bargaining (議價)
- 7. Closing (結束)
- 8. Inking (簽署)

IV. Negotiating Strategies and Tactics during Negotiations

- 1. Threatening (威脅)
- 2. Promising (承諾)
- 3. Thromising (既威脅又承諾)
- 4. Bluffing (嚇唬)
- 5. Lying (聲東擊西)

V. Common Negotiation Skills

- 1. Patience (耐心)
- 2. Slow Agony (慢性痛苦)
- 3. Apathy (沈著)
- 4. Empathy/Sympathy (同理心／同情心)
- 5. Sudden Shifts (突然轉移法)
- 6. Faking (聲東擊西)

2019/7/5

15

- 7. Walking (退出談判)
- 8. Fait Accompli (既成事實)
- 9. Salami (蠶食法)
- 10. Limits (限定規則法)
- 11. Deadlines (截止時間法)
- 12. Antagonism (敵對法)

2019/7/5

16

VI. Conclusion

- Expansion of the Pie
- Interests>Positions
- Rational>Emotional
- Compromise and Exchange
- Issue-Centered Law Enforcement

VII. Q & A Session

2019/7/5

17

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18