

FUNDAMENTAL DIRTY TRICKS

Fundamental dirty tricks	Examples	Comments
Righteous indignation	“That’s ridiculous!”, nobody in their right mind would ever agree to that!”; often followed by a string of expletives	<ul style="list-style-type: none"> ✚ Intended to adjust aspiration level of other side ✚ You hear it repeatedly in every negotiation (by both sides) ✚ Keep emotions in check (the less emotional you behave, the more ridiculous the other side’s behaviour appears)
Good Cop, Bad Cop		<ul style="list-style-type: none"> ✚ Designed to lower aspiration level of negotiator ✚ The fallacy is that the good cop is trying to help you satisfy the bad cop!
My boss is a bastard		<ul style="list-style-type: none"> ✚ Often they never talked to the boss at all
The Wounded Dove	The negotiator on the other side sheepishly admits they have less experience or expertise, and they ask for help	<ul style="list-style-type: none"> ✚ Invites you to give up too much information
The Nibble	After you thought you had a deal, they come back and tell you that if you can give them this one more thing, then it’s a go	<ul style="list-style-type: none"> ✚ If you concede this point they will probably do it again ✚ Refuse to give concessions
The So-called “Mix-Up”	You get a fax or get copied on an e-mail that was intended for a competitor	<ul style="list-style-type: none"> ✚ This correspondence makes it appear that your deal is facing serious competition, or is facing considerable internal resistance ✚ This was purposely sent to you, ignore it
ADVANCED DIRTY TRICKS		
“We Have a Policy”	“We have a written policy”	<ul style="list-style-type: none"> ✚ A very common strategy for universities, as falling back on policies is a method that is used widely in internal management
“I Always Got Those Terms Before”	Very common for companies to claim other universities gave them the favourable term they seek	<ul style="list-style-type: none"> ✚ Asking for copies of the other agreements and phone numbers of the negotiators at the other universities often puts this one to rest
“Gee, How Did That One Get In There”	<p>They stick something into the final draft that you are sure was supposed to be changed or deleted, or may not even have been discussed</p> <p>One word can change the meaning of an important term</p>	<ul style="list-style-type: none"> ✚ The only defense is to read the full text of what you are about to sign ✚ NEVER assume that every addition and deletion has been redlined
Amnesia	They adamantly deny having made concessions you clearly remember	<ul style="list-style-type: none"> ✚ Review key points before each negotiation session
“Our Most Important Deal Has That Clause”	Implies that criticizing that term would be seen as an indictment of their most valued transaction	
The Flank Attack	Unbeknownst to you, the other party has made side promises - e.g., research support for the endowment	<ul style="list-style-type: none"> ✚ To defend against this, keep in close contact with everyone on your side, focus on overall institutional interests, and watch your ego
The Slow No	“Sounds very interesting. We will get back to you about this”	<ul style="list-style-type: none"> ✚ To avoid it, tell them you are moving on to other interested parties, and see if they jump.

