



---

# How to Win a Business Meeting

---

Sales Force Training-1  
3-hrs Workshop

---

**By: Mominul Amin**

---

## Contents

Success Secret .....	4	
Effective meeting strategies.....	4	Page   2
Preparing for the Meeting.....	4	
Agenda .....	4	
Speakers .....	4	
Space request.....	4	
Meeting set-up.....	4	
Materials .....	4	
Advertise .....	5	
Creating an Agenda: .....	5	
Conducting the Meeting.....	5	
Evaluating the Meeting .....	6	
Strategic Planning for Meeting.....	6	
Understanding Strategy .....	6	
Choose Meeting Participants Carefully.....	7	
Turn to the Right Tech Tool.....	7	
Frame and flip the focus of the meeting.....	7	
Business Communication Skills .....	8	
Developing a Persuasive Voice.....	8	
Vocal Inflection.....	8	
Keep listeners interested and engaged.....	8	
Vocal Projection .....	9	
Vocal Empathy.....	9	
Develop empathy as a speaker .....	9	
Cultivate vocal variety.....	9	
Leadership by Persuasion - Four Steps to Success .....	9	
1. Establish credibility.....	9	
2. Understand your audience.....	9	
3. Reinforce your positions with vivid language and compelling evidence .....	9	
4. Leadership that connects emotionally .....	10	
How to write Meeting Minutes.....	10	
Meeting Minutes Do's.....	11	

Meeting Minutes Don'ts .....	11
Communication Process.....	11
Meaning of verbal communication .....	12
Meaning of non-verbal communication.....	12
Characteristics of non-verbal communication .....	12
Participation in Business Conference.....	13
Networking Skill .....	13
Win-Win Negotiation .....	14

# Success Secret

- Don't Meet.
- Set Objectives for the **Meeting**.
- Provide an Agenda Beforehand.
- Assign **Meeting** Preparation.
- Assign Action Items.
- Examine Your **Meeting** Process.

## Effective meeting strategies

The effectiveness of an organization's meetings can determine how successful an organization will become. Effective meetings allow the officers and the members discuss issues, take on responsibilities, and to report back on the progress of projects. It is through meetings that everyone can stay informed of what is happening. To have a successful meeting, there needs to be a basic structure to it. A great meeting does not begin at the start time of the meeting but rather it begins during the preparatory work done to prepare for it. Planning ahead will keep meetings from becoming longwinded get-togethers where very little is accomplished. There are three essential stages to running a meeting listed below. Please click on the topic for more information.

### Preparing for the Meeting

First, your organization needs to decide who will be in charge of the meetings. This should be outlined in your constitution and it is normally the president. Sometimes, it is the responsibility of the secretary to create the agenda but the president leads the meeting. If this is the case, the president and the secretary need to work together so both know exactly what needs to be covered at the meeting.

Once your organization has a person designated as running the meeting, this person must do all of the preparatory work to ensure a successful meeting. The items to consider for preparation are as follows:

**Agenda** - Know what you want discussed at the meeting. This will keep the meeting focused and will clearly tell everyone when a topic will be discussed.

**Speakers** - Determine if anyone needs to report on a project. Contact anyone who you expect to speak and tell that individual what is expected so he/she can come prepared.

**Space request** - Check to see that you have a room reserved for the meeting.

**Meeting set-up** - Be sure that the room is conducive to the type of set up needed for the meeting. Do you want a lecture style, with one person up front, or do you want the participants arranged in a circle to facilitate discussion. Different meetings have different needs so make sure the room can accommodate your needs. Get to the meeting room early so you can set it up in the appropriate manner.

**Materials** - Have handouts, paper, pencils, pens or any other materials you may need prepared and ready beforehand. Do not assume that people will come prepared with pens or paper. Bring some extra materials with you.

**Advertise** - Let your members know when the meetings are. Put up flyers around campus to invite new members to join your organization and to participate in a meeting. You want to give a minimum of one week's notice. Two weeks' notice is ideal so people will be able to plan for the meeting and put it in their schedule. If your meeting occurs at the same time and day every month (i.e. every fourth Tuesday at 3:00 p.m.) send a reminder at least one week in advance.

**Creating an Agenda:** Meetings do not have to be long, difficult, or a waste of time. A properly thought-out agenda shared in advance, makes all the difference. The agenda can determine whether a meeting will be focused and meaningful or whether it will be inefficient with people feeling it was not useful. The agenda is the guide for the meeting. It lays out all of the information so participants in the meeting will know what their role is. It provides the framework that the meeting will be built upon. To create an agenda, identify a list of items that will be necessary to achieve the goals for the meeting. You may want to seek out suggestions and input from other people, especially the officers. Look at the minutes from a previous meeting and see if there is any unfinished business that needs to be resolved. Once you have identified what needs to be discussed at the meeting, you will need to organize all the items. There is no one set formula for an agenda and it can be done in many ways.

**Here are four tips for sequencing items effectively:**

- Start with the most important items, allowing the participants to make critical decisions when their interest and energy are at their highest level.
- Handle short, urgent items first so they aren't crowded out and become continuous "unfinished business" items.
- Concentrate on fewer more important items.
- Keep items in a logical order.

## Conducting the Meeting

The following is a list of suggestions on how to conduct the meeting:

- A. Start the meetings on time:** Do not wait for stragglers. Begin with the people who are there. If you wait for stragglers, the people who come on time will start coming late because they know the meeting will start late. Do not make people feel as if they are wasting their time.
- B. Establish ground rules and guidelines:** Take a moment to explain how the meeting will run, especially if a lot of new people are present. Make sure everyone knows that they can express their opinion when it is appropriate to do so.
- C. Follow the agenda:** Keep everyone focused on the agenda. If someone brings up an unrelated issue while discussing an item, refer that issue to the appropriate time on the agenda and continue the discussion on the current topic.
- D. Monitor time:** Keep track of the time spent on an item. Depending on what is being discussed and if it is taking a lot of time to work through, it can either be moved to a vote at the meeting so a decision is reached immediately, or you might want to empower someone or a few people to discuss the issue in more detail and come back with a report that will be reviewed at the next meeting. Do not let discussion drag on endlessly. This is a delicate balancing act. You want people to discuss issues, but you do not want one issue to take up the whole meeting. Finding the right length of time for discussion will vary based on topic, need, and other factors. You will learn in time when it is appropriate to allow discussion to continue and when to push for the discussion to be ended.
- E. Ensure participation:** Try to hear everyone's input. Encourage people who are quiet to give their opinions and ideas. Do not let the meeting be dominated by one or two people.

- F. Secretary's role:** Your secretary should be taking minutes. If there is a question about what has transpired at the meeting, the secretary can look back and respond to any questions. The secretary will also help the president keep track of all the information produced at the meeting. Ideas and people's commitments should be recorded.
- G. Assign task when needed:** When people take on a responsibility check to see that they understand what they are supposed to do. The secretary should write down who took on what projects. After the meeting, you will want to follow up with those individuals to ensure that they are moving forward on their commitments.
- H. Summarize key decisions and actions:** At the end of the meeting, you should review what has transpired. You will review who has taken on new tasks and what decisions have been made. This helps to make sure that everyone understands what happened at the meeting.

## Evaluating the Meeting

After you have completed the meeting, it is a good idea to evaluate its effectiveness. You want to get the input of your fellow officers, and if possible talk to some of the participants to get their opinions. To improve the meetings, it is necessary for you to be open to compliments and criticisms. You want people to be honest about their feelings and perceptions. Do not feel that you need to defend how you conducted the meeting; just allow people the time to express their view. After hearing different opinions, you want to consider those views as compared to how you felt the meeting went. Is there room for improvement? What could have made the meeting run more smoothly? Did the group stay focused and on task. To help you with evaluating a meeting, there is a evaluation form you can pick up from the Office for Clubs and Organizations to help you. We all have areas where we need to improve on, so be honest, and take the necessary action to make your meetings even better.

## Strategic Planning for Meeting

Strategic planning can be both exciting and intimidating for participants new to the process. The idea of "strategy" sounds exotic and important, and while much of this work is less than exotic, it is absolutely critical. Having a solid understanding of strategy will help you to prepare to engage with others in your company on assessing and refining your firm's strategic goals.

### Understanding Strategy

The concept of strategy can be confusing and oftentimes used incorrectly.

1. Strategy is not just a list of financial targets. Financial results are outcomes of actions taken to execute on a strategy.
2. Growth is not a strategy. Firm leaders sometimes use "strategy" incorrectly when making general statements about their firm. For example, the statement "our strategy is expected to grow 10 percent per year" does not articulate a firm's strategy.
3. Strategy is not about the budget. It is used to define and prioritize the investments needed to carry out a plan. A budget is a detailed listing of the timing and total amount of planned expenditures and revenues.
4. Strategy is not an event. It is a dynamic process demanding constant evaluation and regular refinement based on lessons learned in the marketplace. Many firms relegate strategy work to an occasional off-site or planning session.
5. Strategy is not a tactical operations "To-Do" list. While a result of any strategy process is a series of coordinated actions, they must focus on serving customers, opening new markets and developing competitive strengths, not listing operational improvements.

## Choose Meeting Participants Carefully

Meetings often become unwieldy when too many people attend — especially individuals who don't factor into your meeting objectives.

When planning your invite list, first follow the **“rule of seven,”** “which states that every attendee over a total of seven reduces your likelihood by 10 percent that the group will be able to make an informed decision,” said Simone Maxwell, business professor at Purdue University Global. “So if it's a problem-solving or decision-making meeting, aim for no more than eight participants. But if you're brainstorming, invite as many as 18 people; and if you want to disseminate or share information, invite as many people as you want.”

Second, when selecting participants, consider whether they can own an agenda item or if their role aligns with the meeting's overall purpose. Ask the following questions:

1. Is their expertise needed?
2. Do they have worthy insights to contribute?
3. Will they be responsible for outcomes?
4. Will they work well and communicate with others in the meeting?
5. Are their thinking behaviors aligned with the meeting's objective?

If the answers are “yes,” they should probably be invited.

## Turn to the Right Tech Tool

PowerPoint presentations and video conferencing capabilities aren't the only technologies that planners can utilize to execute an effective meeting. Meeting management software, like SoapBox etc make it easy for participants to collaborate on meeting agendas and capture meeting notes. This special software makes meeting instructions available to everyone, saving time and ensuring that all are on the same page.

## Frame and flip the focus of the meeting

Cheri Torres, lead catalyst at Collaborative by Design, said traditional attempts at problem-solving during a meeting often don't work. Instead, she advised setting a clear focus and asking generative questions, “which actually increases meaningful engagement, teamwork, creativity and energy. It's the fastest way to surface possibilities for moving forward when there are obstacles or complex issues to resolve.”

Torres related a real-life example of Mary, a senior administrator at a growing hospital where nursing staff were stretched thin and patient satisfaction was slipping. Previous staff meetings to address these problems resulted in animosity. But Mary tried a new approach in her next mandatory meeting: a process Torres called “flipping,” that aims to reframe a conversation during a meeting.

“It starts with naming the problem — low patient satisfaction scores,” said Torres. “Next, you flip it by naming the positive opposite — high scores. Then, frame it by articulating your desired outcomes — highly satisfied patients.”

Lastly, ask generative questions. Mary framed the conversation around discovering what contributed to patients who indicated they were satisfied. She asked: What was different about them? What were staff doing to support them? And what could we do to make them even more comfortable, at ease, happy or cared for?

“This process made staff feel more engaged and energetic. Before long, patient satisfaction shot up on every unit.”

# Business Communication Skills

## Developing a Persuasive Voice

An engaging speaking style is one of the most powerful tools you can possess in business. For winning over customers, clients, and colleagues, developing a persuasive voice in particular is the key. Following are the areas you need both knowledge and skill: Page | 8

1. Vocal quality.
2. Pitch variation.
3. Changes in pace and tempo.
4. The use of pauses and silence.
5. Gaining vocal authority.
6. The ability to speak powerfully or gently.
7. Expressing empathy.
8. Emotional nuances.

## Vocal Inflection

Vocal inflection means raising or lowering the relative position of your voice on the musical scale. Most of us have a tendency to “sit” on our pitch (which is often too low to begin with), without ever raising or lowering it. This results in a monotonous speaking style that listeners soon tune out. Acquiring a flexible voice that includes varying pitch should be one of your goals in vocal persuasiveness. It will inform your audience and keep them interested in you as a speaker at the same time.

## Keep listeners interested and engaged

- **Get on the “right pitch.”**  
Learn the difference between habitual pitch and optimal pitch. The pitch you now use (“habitual pitch”) may not be the most beneficial one for you in terms of minimal strain on your voice and ease of listening by others. Here's an easy way to find your optimal pitch: Record yourself singing “Happy Birthday.” Now tape yourself discussing any topic of interest to you that doesn't get you speaking too passionately. The pitch of your voice should be the same. If your second taped version is too high or too low, try to get back to your “Happy Birthday” pitch, for that is spontaneous and natural.
- **Be flexible!**  
Find yourself a few children’s books—the kind you would read to a 3- or 4-year-old. Dr. Seuss books are perfect for this exercise. Now read aloud, just as though you were reading to a real 3-year-old child. When you read to children, your pitch inflection is dramatic and overemphasized. Develop an ear for hearing your voice being this flexible. Don’t be afraid to use some of this pitch flexibility in your “grown-up” presentations!
- **Take an acting class.**  
Not only will you have the opportunity to do totally silly things and stretch yourself in fun ways. You'll also get in touch with your “feeling” self and learn to stretch yourself emotionally. This will translate into a more flexible and responsive vocal speaking style—one that helps persuade listeners because of our commitment and passion.



## Vocal Projection

Your ability to project your voice strongly enough to fill the space you're speaking in (meeting room, conference room, auditorium, etc.), has more to do with energy than loudness. Trying to be "loud" just puts a strain on your throat. Projecting adequately, on the other hand, supports your sound and gives you real authority and power. Imagine you're a soldier on guard duty. Someone approaches and you say, "HALT! WHO GOES THERE?" powerfully enough to stop that person in their tracks. Now imagine the person approaching you is 5 feet away, then 15 feet, then 50 feet. For each increasing distance, you must project more, supporting your sound as you do so. That's developing a truly powerful voice.

## Vocal Empathy

**Develop empathy as a speaker** One of the skills you must cultivate is an ability to "listen" to your audiences, with all of your senses. What kind of nonverbal communication is your audience giving you, and how are they responding emotionally? Another way to say this is, listen with your emotions as well as your intellect. When you do, you'll be far better at sensing the ways in which your listeners need to hear what you're saying, as well as what they need to know. And your voice will reflect your emotional involvement.

**Cultivate vocal variety** A mistake speakers make is to try to impose variety on a speech or presentation after the fact. But it can't be done! If you are fully invested in the ideas and emotions of what you're saying, your vocal presentation will naturally reflect the changes that occur in that material.

## Leadership by Persuasion - Four Steps to Success

As a leader, your success depends upon your ability to get things done: up, down and across all lines. To survive and succeed, you must learn four essential skills of persuading people. You must convince others to take action on your behalf even when you have no formal authority. Persuasion is an essential proficiency for all leaders, requiring you to move people toward a position they don't currently hold. Your leadership must not only make a rational argument but also frame your ideas, approaches and solutions in ways that appeal to diverse groups of people with basic human emotions.

Leading through persuasion requires you to follow four essential steps:

### 1. Establish credibility

- Credibility develops from two sources: expertise and relationships.
- Listen carefully to other people's suggestions.
- Establish an environment in which they know their opinions are valued.
- Prepare by collecting data and information that both support and contradict your arguments.

### 2. Understand your audience

- Frame your goals in a way that identifies common ground.
- Your primary goal is to identify tangible benefits to which your targeted audience can relate.
- This requires conversations to collect essential information by asking thoughtful questions.
- This leadership process will often prompt you to alter your initial argument or include compromises. Identify key decision makers, stakeholders and the organization's network of influence.

### 3. Reinforce your positions with vivid language and compelling evidence

Persuasion requires you to present evidence: strong data in multiple forms (stories, graphs, images, metaphors and examples).

In most cases, a rock-solid argument:

- Is logical and consistent with facts and experience

- Favourably addresses your audience's interests
- Eliminates or neutralises competing alternatives
- Recognizes and deals with office politics
- Receives endorsements from objective, authoritative third parties

#### 4. Leadership that connects emotionally

Your connection to your audience must demonstrate both intellectual and emotional commitment to your position. Successful persuaders cultivate an accurate sense of their audience's emotional state, and they adjust their arguments' tone accordingly. Whatever your position, you must match your emotional fervor to your audience's ability to receive your message. In today's corporate, work is generally completed by cross-functional teams of peers, with a mix of baby boomers and Gen-Xers who show little tolerance for authority. Electronic communication and globalization have further eroded the traditional hierarchy.

## How to write Meeting Minutes

Writing good meeting minutes can save time and money. Succinct minutes that capture the purpose of the meeting and its agreed outcomes are a record that can be referred back to and be used for follow up purposes later. Good minutes are concise and to the point, but at the same time, they do not leave out critical information.

Creating meeting minutes provides a written record of what was agreed at a meeting. Good meeting minutes tell people what was decided and what they need to achieve and by what date. When meeting minutes are received it jogs memories about tasks that people need to do. If a task is not performed then you can refer back to the meeting minutes and follow up on it. Without meeting minutes, you have no recourse if an action was not carried out. In the worst case, if meeting minutes are not written you may end up having to repeat the meeting.

There are three other main items that should be included in your minutes:

1. What was achieved during the meeting.
2. Decisions that were made at the meeting. Your minutes will serve as a written record that these decisions were made.
3. Any actions that were agreed. In this case you should include the action itself, who it was assigned to, and the date it should be completed by.

#### Microsoft Word Online

If you prefer to use Microsoft Word Online, you can access several different meeting minute templates from the **Microsoft Office website**. When you arrive on the site, just select Minutes from the Browse by Category section on the left.

**Activity: Worksheet-1 (See attached file)**

## Meeting Minutes Do's

1. Record the date, time, location and type of meeting.
2. Use the agenda as a guide. The agenda will show you what needs to be discussed and decided.
3. List the names of the attendees.
4. Keep minutes at any meeting where people vote and record all motion and outcome of votes.
5. Record the number of votes.
6. Stay objective. Record what is discussed and decided without giving a judgment.
7. Be concise. It's not necessary to record everything that is said. Just record specific motions and votes, and decisions.
8. Write the minutes as soon as possible after a meeting when everything is still fresh in your mind.

## Meeting Minutes Don'ts

1. Include every detail from the meeting in the meeting minutes.
2. Be shy about asking for clarification during the meeting to get a point straight in your notes.
3. Include personal opinions or descriptive phrases.
4. Include words of praise or criticism from anyone.
5. Detail the debate over an issue. You should include facts in your meeting. What is discussed and decided? Not everything that is said. The meeting minutes shouldn't be a transcript.
6. Wait to type up the minutes from your notes. The longer you wait, the less accurate they become. Do it the same day or the next day, while you still remember what occurred.
7. Record content in the minutes that could be embarrassing or inappropriate to an individual, company or the organization.
8. Keep draft or handwritten minutes. Discard the draft after minutes have been approved.
9. Don't include personal comments or judgments.

# Communication Process

The Communication is a two-way process wherein the message in the form of ideas, thoughts, feelings, opinions is transmitted between two or more persons with the intent of creating a shared understanding.

There are Seven major elements of communication process:

1. Sender
2. Encoding
3. Message
4. Communication Channel
5. Receiver
6. Decoding
7. Feedback

## Meaning of verbal communication

When messages or information is exchanged or communicated through words is called verbal communication. Verbal communication may be two types: written and oral communication. Verbal communication takes place through face-to-face conversations, group discussions, counseling, interview, radio, television, calls, memos, letters, reports, notes, email etc.

## Meaning of non-verbal communication

When messages or information is exchanged or communicated without using any spoken or written word is known as nonverbal communication. Non-verbal communication (NVC) is usually understood as the process of communication through sending and receiving wordless messages.

## Characteristics of non-verbal communication

Non-verbal communication is any information that is communicated without using words. The important characteristics of non-verbal communication are as follows:

**No use of words:** Non-verbal communication is a communication without words or language like oral or written communication. It uses gestures, facial expressions, eye contact, physical proximity, touching, etc. for communicating with others.

**Culturally determined:** Non-verbal communication is learned in childhood, passed on to you by your parents and others with whom you associate. Through this process of growing up in a particular society, you adopt the taints and mannerisms of your cultural group.

**Different meaning:** Non-verbal symbols can many meanings. Cross-culture aspects give various meanings to same expression in respect of non-verbal communication.

**Vague and imprecise:** Non-verbal communication is quite vague and imprecise. Since in this communication, there is no use of words or language which expresses clear meaning to the receiver.

**May conflict with verbal message:** Non-verbal communication is so deeply rooted, so unconscious, that you can express a verbal message and then directly contradict it with a nonverbal message.

**Largely unconscious:** Non-verbal communication is unconscious in the sense that it is usually not planned nor rehearsed. It comes almost instantaneously.

**Shows feelings and attitudes:** Facial expressions, gestures, body movements, the way you use your eyes – all communicate your feelings and emotions to others.

**Informality:** Nonverbal communication does not follow any rules, formality or structure like other communication. Most of the cases people unconsciously and habitually engaged in non-verbal communication by moving the various parts of the body.

# Participation in Business Conference

1. Attend only if needed
2. Get there on time
3. Be prepared with your contribution
4. Pay attention
5. Get involved in the discussion
6. Be courteous

## Networking Skill

### Set goals

Just showing up a conference to hopefully meet some people won't cut it. You need to network with purpose. It could as simple as setting a goal to get five business cards from potential suppliers or finding out what the competition doing. Or aim higher and secure a follow-up meeting with a big client. Setting goals will help you focus and you'll feel a sense of accomplishment when it's over, too.

### Quality over quantity

Many people think that networking means meeting as many people as possible. That's not so. Making a few meaningful connections is often better than working an entire room. If you can have three or four deeper conversations, then you and the people you meet will be more likely to remember the interaction.

### Do your research

It's important to know who's going to be at an event, which you can often do by checking social media--conference hashtags on Twitter are a good place to start. Then make a shortlist of people you want to meet. Do some Googling and view LinkedIn profiles so when you do meet someone new you'll know something about them.

### Network on the fly

Networking doesn't have to be done at coffee shops, bars or events. Some of the best connections are made by talking to other parents at your kids' baseball game or by making small talk at a friends' birthday party.

### Avoid the hard sell

We all hope that networking will lead to new business, but no one wants to feel pressured into committing to something when they meet someone at a conference. In many cases, the person you meet won't be able to help you directly, but they may know someone who can. Tell the person what you can do, but don't pitch - that will come later.

### Social media counts

If you've ever used LinkedIn, you know how powerful social networks can be for real networking. Engaging with people online is important for workers of all ages, but particularly if you want to make contacts with younger prospects or companies working in a digital space. Remember, though, nothing solidifies a business relationship like meeting face-to-face.

# Win-Win Negotiation

A win-win negotiation settlement is an integrative negotiated agreement. In theory this means the negotiating parties have reached an agreement after fully taking into account each others' interests, such that the agreement cannot be improved upon further by any other agreement.

Most salespeople and business owners hear statements like this every day and learning how to negotiate more effectively will bring more dollars into the business. The next time you find yourself locked in a battle for your way, here are 13 important strategies that you can use in a challenging negotiation.

1. Think of the long-term mutual gain instead of the short-time personal gain. A win-win negotiation means a shared benefit. Forget about your own personal gain and concentrate on what will make both sides happy.
2. Set a trusting, cooperative tone for the meeting right from the beginning.
3. Do your homework. Know the answers to any question before it is asked. Don't enter a negotiation and know nothing about what the other party desires or expects.
4. Discuss the issues using first person plural pronouns. First person plural pronouns (we, our, us) highlight mutual benefit and suggest teamwork.
5. Focus on interests, not positions. Positions are what you want; interests are how you get them. When you move from the what to the why, you move from a potentially negative discussion of demands to a positive discussion of common needs.
6. Increase the numbers of issues you negotiate. You increase the chance for win-win outcomes by increasing the amount of matters you can resolve. Make it so both of you gain something of value.
7. Avoid ultimatums. A take-it-or-leave-it attitude creates pressure and limits options. Don't paint yourself or the other person into a corner. That would make it a win-lose scenario.
8. Give to get. Show your willingness to give and take as long as the other party is willing to do the same.
9. Don't get caught up in the emotion of the negotiation. Maintain your composure and objectivity. If you become angry, you lose.
10. Engage in creative problem solving. The problem you and the other party are trying to solve can be stated very simply: How can we arrive at a deal that maximizes our individual benefits, minimizes our individual losses and is fair for both? Brainstorm all possible alternatives that achieve all three criteria. Choose the alternative both can live with.
11. Keep searching for ways to add value. Leave out no possibility to find ways to increase the value of what the other person wants... while keeping what you want.
12. Make concessions gradually and in increments. Small incremental moves are better than one sudden, large and drastic move during the course of the negotiations. Smaller compromises are less threatening and easier to obtain.
13. Document all agreements. Avoid any possibility of a misunderstanding that would blow the whole deal. That would create a lose-lose scenario, and you will have wasted each other's time.

**Thank you!**