

AEC MARKETING for Principals

EVERYTHING'S A NEGOTIATION: HOW EFFECTIVE COMMUNICATION DRIVES REVENUE

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- 1.** The Deadly Sins of Communication:
 - a. Interrupting
 - b. Daydreaming
 - c. Environmental distractions
 - d. Associative listening
- 2.** **ASSOCIATIVE LISTENING** is something we've all been trained to do, but is killing our relationships. By looking for ways to insert ourselves in the conversation, the attention is on us instead of the other person. The first step to unlearning associative listening is to recognize that as your preference. And make the conscious effort to unlearn your behaviors.
- 3.** **ACTIVE LISTENING** is a skilled rehearsed response that requires real word practice to hone. The highest expression of active listening is within the human performance art of negotiation. In a negotiation situation, you aren't just listening, but listening for opportunities and discovery that will guide the negotiation. Listen for the position of your counterparties, the interests that help them form that position, and the emotions that underlie all of it.
- 4.** **THE NEGOTIATION** begins the first time a potential client encounters your professional reputation, directly or indirectly. Therefore, marketing has a huge role in negotiating because how people see you and your vision drives decisions. What marketing does is creates a vision for people, the target audience, to see that working with this company will keep me safe.
- 5.** **THERE ARE THREE DIFFERENT TYPES OF EMPATHY: COMPASSIONATE, EMOTIONAL, AND COGNITIVE.** Cognitive empathy is what you should bring to the room for professional negotiations. Cognitive empathy requires really understanding the mission and purpose, knowing exactly what should be done, but taking the time to diagnose like a good doctor, lay out all the options, and get and respect consent.

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