

Negotiation Judo

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FKKS Advertising Law Summit

February 12, 2026

Negotiation

1. When are you negotiating?
2. It is exhaustively studied, gamed, written about.
3. There are winning and losing strategies.
4. Some things change based on context and others don't.
5. You can negotiate based on your own personal style.

Truth and Trust

- Your core currency in negotiation
- It takes a long time to build and a moment to lose
- The value cannot be overstated
- How do you appear and how do you want to appear?

BATNA

- Best Alternative to Negotiated Agreement
- If you don't do this deal then what?
- If they don't do this deal then what?

Preparation

- Know what winning looks like before you go in.
- Know when to walk away
- Know when to run

Preparation II

- Who are you negotiating against?
 - Business
 - Legal
 - Procurement
- How does this change what you say?
- What is the authority of the other negotiator?
- Are there ethical implications?

Leverage

- The Golden Rule
- Except when it is not the Golden Rule
- Their document or ours?
- How does leverage change over time?
- So that means, sometimes we force the docs and sometimes we sit on the docs. Faster is not always better.

CLE Code: BATNA

Emotional Positioning

- Starting nice is almost always right
- Finishing nice is almost always right
- You can get mean once, but you cannot do it repeatedly and you cannot ever go back to fully nice.

Anchoring

- Humans make the same mistakes consistently
- Throw out any number and we tend to stick to it
- EVEN IF WE ARE TOLD THE TRICK IN ADVANCE
- Do we offer a number in advance or wait?
- When do we put expectations up front on terms?

To call or not to call

- Sales guy always says
- What is best done in the document?
- What is best done on the phone?
- What would happen if we said, I'm not going to have a call on this?

Appeal to Higher Authority

- I have to ask the sales manager
- Good cop, bad cop
- So let's do it on purpose
- And let's defend against it proactively

Judo Moves! Moves to Make

- This is our policy.
- It is not that much of a risk.
- Can you make an issues list?
- Can you give me an example of what you are worried about?

Judo Moves! More Moves to Make

- The iron fist in the velvet glove maneuver
- Can you tell me more about that?
- When in doubt, tell more of the truth

Questions?

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