

URL: <https://stvp.stanford.edu/blog/videos/football-vs-business-negotiations>

In football, Young notes that most of his negotiations involved getting his team to perform better. In business, however, his negotiations revolve around financial deals and figuring out the unique and individual needs of each person. According to Young, it is important to achieve a comfort level with the other negotiators to understand what their incentives are in the business.



## Transcript

We know you have experienced different industries in your career.. I was wondering if there's any difference when you negotiate with people in the business industry or people in the football area.. How do you feel when you negotiate with them? Most of my negotiations - and you can tell - in football were really about getting the surrounding people to perform.. It wasn't necessarily about making a business deal or negotiating a purchase and sale agreement.. The funny thing about it is, even when I'm in purchase and sale agreements, the person who's selling their company or selling a piece of their company knows it's a financial thing.. There's no question about it.. What's the deal? It's not only "What is the deal?" it's also "When do I get my money? What's the escrow? What's the hold value? What do you want me to do?" In the end, the reason why - to me - we get to be the one that makes the deal is that everybody has unique and individual needs in their sale.. "All my uncles and my cousins work here.. They need a job and I promised them something." Everyone has unique needs.. A lot of the times, they're embarrassed to say what they are..

"I have a cabin that the company's been paying for and I really need them to keep paying for it." No one says it.. You go into a negotiation and you can't get it done.. You're like "What is going on? Why can't we get there?" You finally say "Tell me more about your business.. What are the things going on?" They're like "I've got this thing." "Let's talk about that.. How can we solve that?" All of a sudden, he realizes "Oh, I can tell you all these goofball things in my business.. I ran my own business; I'm not used to having someone else know my business." It's about getting to that comfort level where a guy can tell you what that deal is.. It's about the same stuff in the end.. It's still driving towards where the money is.. Don't kid yourself.. But in the end, the thing that puts you over the line is if you can individualize it, get inside their shoes and see what they're really worried about..

A lot of the times, my wife doesn't think it's the right thing to do.. That's fine.. Let's educate her.. Let's bring her in and show her process.. Let's take down all the Chinese walls.. A lot of people think "I don't want to bother him." Let's just put air in the process.. It seems to be much easier to get the negotiation done...