

ANALYTICAL TABLE OF CONTENTS

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 Their power

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 Figure out their interests

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4. Alternatives

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Boost your BATNA

Decide if you should negotiate

Identify their BATNA

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2. Don't Argue: STEP TO THEIR SIDE

Listen Actively

Give the other side a hearing
Paraphrase and ask for corrections

Acknowledge Their Point

Acknowledge their feelings
Offer an apology
Project confidence

Agree Wherever You Can

Agree without conceding
Accumulate yeses
Tune in to their wavelength

Acknowledge the Person

Acknowledge their authority and competence
Build a working relationship

Express Your Views—Without Provoking

Don't say "but," say "yes . . . and"
Make "I" statements, not "you" statements
Stand up for yourself
Acknowledge your differences with optimism

Create a Favorable Climate for Negotiation

3. Don't Reject: REFRAME

To Change the Game, Change the Frame

Ask Problem-Solving Questions

Ask "Why?"

- Ask "Why not?"
- Ask "What if?"
- Ask for their advice
- Ask "What makes that fair?"
- Make your questions open-ended
- Tap the power of silence
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- Obstacles to Agreement
 - Not their idea
 - Unmet interests
 - Fear of losing face

- Too much too fast
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 - Don't overlook basic human needs
 - Don't assume a fixed pie
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 - Don't ask for a final commitment until the end
 - Don't rush to the finish
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5. Don't Escalate: USE POWER TO EDUCATE

- Use Power to Educate
- Let Them Know the Consequences
 - Ask reality-testing questions
 - "What do you think will happen if we don't agree?"
 - "What do you think I will do?"

- “What will you do?”
- Warn, don’t threaten
- Demonstrate your BATNA
- Use Your BATNA, Defuse Their Reaction
- Deploy your BATNA without provoking
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 - Design the deal to minimize your risks
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 - Reaffirm the relationship
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III. TURNING ADVERSARIES INTO PARTNERS

Conclusion: TURNING ADVERSARIES INTO PARTNERS

- A Salary Negotiation
- A Hostage Negotiation
- The Five Steps of Breakthrough Negotiation

1. Go to the balcony
 2. Step to their side
 3. Reframe
 4. Build them a golden bridge
 5. Use power to educate
- From Adversaries to Partners