

■ Index

- action dimension
 - cross-cultural negotiations, 253–4
 - differentiation, 132–7
 - exchanging offers, 175–8
 - exploration, 152–6
- action plans, 30
 - critical moments, 228
- adjournments, 97–8, 227
- affiliation, 74
- agendas, 127, 176, 219, 244
- agreements, 4
 - and ethics, 53
 - implementation of, 57
 - motivation to reach, 78, 80, 89
 - not always agreement, 174–5
 - and outcome in negotiations, 56–8
 - reaching, 79–81, 90
 - See also* BATNA (best alternative to a negotiated agreement)
- alternatives
 - power of, 46–7
 - quality of, 111–12
- analogy. *See* imagery of negotiations
- anchors, 14, 174
- anger
 - managing use of, 18–19
- Arab negotiators, 239
- architecture analogy, 86
- argumentation, 74
- attributions, 17, 247
- audits. *See* negotiation audits
- authority, 187, 201, 205–6
- bargaining
 - interest-based, 129–32
 - intraorganisational, 183
 - positional, 34, 194
 - power of, 45
 - strategies, 70–1
- BATNA (best alternative to a negotiated agreement), 46
 - and cultural differences, 244
 - end-game strategies, 163–5
 - and mediation, 220
- behaviours
 - and concession-making, 175
 - and constituency negotiations, 204
 - and information exchange, 133
 - and solution-seeking, 156
- biases
 - and cultural differences, 233
 - of negotiators, 14–15
- brainstorming, 148
- building bridges, 195–6
- business franchise mediation, 214–15
- business negotiations, 12, 151–2, 167, 185–6, 187
 - commitment, 283–4
 - competitiveness, 280–3
 - deal prospecting, 273–4, 276
 - memoranda of understanding (MOU), 284
 - opening position, 280
 - strategic approach, 277–80
 - team of negotiators, 276–7
- calculus-based trust, 41
- checklists. *See* tool kit for negotiators
- Chinese negotiators, 252–3
- choices
 - Dual Concerns Model of strategic, 104–6
 - in negotiations, 5, 102
 - strategic, 103–4, 113
- cognitive ability of negotiators, 13
- collective negotiations, 185
 - effect on negotiators, 197–206
 - effects of, 191–4
 - See also* constituency negotiations
- collectivism
 - and individualism, 238
- commitment
 - business negotiations, 283–4
- communication.
 - constituency negotiations, 204–5
 - and cultural differences, 247
 - and cultural types, 242
 - email, 65
 - high- and low-context, 50, 239–43
 - and listening, 60–2
 - non-visual, 64
 - presentation, 133–4
 - speaking, 62–4
 - See also* information exchange in negotiations; questions
- community mediation, 220
- competitiveness
 - business negotiations, 280–3
 - and constituency negotiations, 193–4
 - end-game strategies, 173–5, 176–7
 - in negotiations, 4, 6, 71–3, 85–6
 - managing, 138–41
 - phases in negotiations, 75–7
 - and power, 45
- compromise, 166, 170
 - clear-cut, 103, 112, 170–3
 - creative, 103, 104, 111, 112, 146, 157
- concern
 - for other's outcome, 106–9

- concessions
 - and cross-cultural negotiations, 256
 - managing, 175–6
- conflicts, 34
 - and cross-cultural negotiations, 256
 - management of, 243–4
 - See also* GRIT strategy
- constituency
 - presence of, 114
- constituency negotiations
 - communication, 204–5
 - and competitiveness, 193–4
 - and DNA of negotiation, 192–3
 - effects of, 191–4
 - managing, 203–4
 - preparation, 201–3
 - public nature of, 189–90, 205
 - and representatives, 199–201
 - scripts, 203
 - separation in, 194–7
 - structure, 182–9
 - two-way negotiators, 197–8
- consultants, 191
- cooperativeness, 34
 - end-game strategies, 170–3
 - and ingratiation, 141
 - in negotiations, 4, 6, 71–3, 85–6
 - tit-for-tat rules for engendering, 36–9
- coordination, 74
- critical thinking, 15
- cross-cultural negotiations
 - action dimension, 253–4
 - as a banquet, 252–3
 - and cultural complexity, 246–8
 - and differentiation, 254
 - and end-game strategies, 255–6
 - and information exchange in negotiations, 254
 - and issue dimension, 249–50
 - managing, 248
 - and process dimension, 250
 - and scripts, 260
- cultural awareness
 - points of caution, 232–4
- cultural differences, 60, 231, 261
 - approaches to negotiations, 236–48
 - aspects of, 237
 - and collectivism, 238
 - and communication, 247
 - and communication characteristics, 242
 - and conflict management, 243–4
 - dimensions of, 234–6
 - high- and low-context communication, 239–43
 - and individualism, 238
 - metaphors, 250
 - and responses to problems, 247
 - and strategy choice, 113
 - and time, 244–6
- deadlocks, 95–7
- deal prospecting
 - business negotiations, 274–6
- deals, 276, 285–6
- deception, 140–1
- decision-making
 - and cultural differences, 244
 - in organisations, 186, 187
- demands
 - motivation to maintain one's, 78, 89
- differences between parties, 4, 5, 77
 - analogy, 88
 - by trying to reach agreement, 79–81, 89
 - digging deep, 124–6
 - finding real, 128–9
 - splitting issues, 167, 169
 - that they need to resolve, 77–80, 89
- differentiation
 - action dimension, 132–7
 - and cross-cultural negotiations, 254
 - issue dimension, 127–8, 142
 - outcome, 137–8
 - process dimension, 128–32, 142
- disputes
 - dealing with, 209–11
 - interpersonal, 218
 - See also* mediation
- distributive bargaining, 70–1
- distrust, 41
- DNA of negotiations, 9–10, 34
 - and constituency negotiations, 192–3
 - and mediation, 211
- dominance, 74
- Dual Concerns Model of strategic choice, 104–6
- effective negotiators
 - becoming, 25, 58
 - checklist, 26, 291
 - cross-cultural negotiations, 256–60
 - differentiation, 141
 - exchanging offers, 178–80
 - exploration, 157–8
 - in the moment, 28
 - listening, 60–2
 - management of negotiations, 98
 - questioning, 62–4
 - recognising a good, 25–7
 - representatives, 201
 - self-evaluation, 30–2
 - speaking, 62–4
 - statement checklist, 66–7
 - strategic approach, 121–2
 - See also* skills tips for negotiations

INDEX

- egalitarianism, 243
- email communication, 65
 - See also* internet
- emotional intelligence of negotiators, 13
- emotions
 - dealing with, 19
 - managing use of, 17–20
 - and non-visual communication, 64
- end-game strategies, 163
 - BATNA, 163–5
 - competitiveness, 173–5, 176–7
 - cooperative, 170–3
 - and cross-cultural negotiations, 255–6
 - managing, 165
 - and mediation, 225
- episodal models, 71, 72
- ethics in negotiations, 9, 51
 - and agreements, 53
 - and constituency negotiations, 193
 - and information exchange, 51–3
 - and mediation, 211
 - and negotiators, 53–4
 - and power, 53
- ethics test, 54
- evaluative mediation, 212
- exchanging offers, 160–3
 - action dimension, 175–8
 - analogy, 90
 - issue dimension, 165–70, 179
 - outcome, 178
 - process dimension, 170–8, 179
- expectations.
 - managing, 190
 - of other’s strategy, 112–14
 - See also* goals
- expert knowledge, 45
- exploration
 - action dimension, 152–6
 - and cross-cultural negotiations, 255
 - issue dimension, 146–8, 158
 - outcome, 157
 - the process, 155–6
 - process dimension, 148–52, 158
- extremism, 14
- facilitation, 38
- facilitative mediation, 212, 214–16
- family mediation, 214, 218
- feedback
 - constituency negotiations, 205
- female negotiators, 19, 86
 - compared to male negotiators, 21–3
 - and relationships, 109
- firmness, 36
- fixed-pie perception, 14, 83
- fixed-sum variable-share issue, 55
- forgiveness, 37
- four Fs of cooperative approach, 36–9
- friendliness, 36, 141
- frustration
 - managing use of, 19
- gamesmanship, 139–40
- gender
 - effect on negotiations, 20, 21–3, 86
- goals, 25
 - setting, 115–17
 - yes-able, 25
- good cop–bad cop routine, 140
- government negotiations, 187–9
- GRIT strategy, 39–40
- handshakes, 42
- hierarchical characteristics, 243
- high-context communication, 50, 239–43
- humour, 227
- identification-based trust, 41, 42
- imagery of negotiations, 84–5, 86–7
- impasses. *See* deadlocks
- implementation of agreements, 57
- individualism
 - and collectivism, 238
 - and cultural differences, 235
- information
 - gleaning, 134–5
 - as power, 45
 - presenting, 133–4
 - summarising, 135
- information exchange in negotiations, 9, 42, 43, 47–8
 - about what?, 48
 - cautious, 49–51
 - and constituency negotiations, 193
 - and cross-cultural negotiations, 254
 - and ethics, 51–3
 - example of pragmatic, 136–7
 - handling interruptions, 135–6
 - inaccurate information, dealing with, 52
 - managing, 132–3
 - and mediation, 211
 - skills in practice, 60
 - and workplace negotiations, 263
- infrastructure projects, 282–3
- ingratiation, 141
- integrative bargaining, 70–1
- interaction research, 73–4
- interdependence models, 71, 72
- interest-based approach
 - to bargaining, 129–32
 - to mediation, 216
- internet
 - negotiating via, 64–6

- interruptions
 - effect of, 62
 - handling, 135–6
- intraorganisational bargaining, 183
- issue dimension
 - critical moments, 228
 - and cross-cultural negotiations, 249–50
 - differentiation, 127–8, 142
 - exchanging offers, 165–70, 179
 - exploration, 146–8, 158
 - mediation, 226
- issue–process–action distinction, 5, 94
- issue-related statements, 66–7
- issues
 - importance to self, 105
- Japanese negotiators, 60
- jazz analogy, 86
- joint problem solving, 150–1
- listening effectively, 60–2
- logrolling, 64
- low-context communication, 50, 239–43
- male negotiators, 20, 86
 - compared to female negotiators, 21–3
- management of negotiations
 - adjournments, 97–8
 - and authority, 205–6
 - business negotiations, 273–86
 - checking the process, 93–4
 - checklist, 93
 - and conflicts, 243–4
 - constituency negotiations, 203–4
 - cross-cultural negotiations, 248
 - deadlocks, 95–7
 - and information exchange, 132–3
 - long negotiation, 93
 - personal scripts, 92
 - workplace negotiations, 263–5
 - See also* mediation; offer management
- management–union mediation, 222
- management–union negotiations, 113, 184, 265–6, 272
- masculinity, 236
- mediation
 - contexts for, 210
 - and disputes, 209–11
 - end-game, 225
 - essence of, 211
 - evaluative, 212
 - facilitative, 212, 214–16
 - issue dimension, 226
 - mid-cycle, 225
 - and negotiators, 224–9
 - and preparation, 226
 - process dimension, 226
 - strategic use of, 224–6
 - transformative, 213
 - types of, 212–13
- mediation in practice
 - business franchise mediation, 214–15
 - community mediation, 220
 - family mediation, 218
 - management–union mediation, 222
- mediation process, 218–22
- mediators, 129
 - approaches, 212
 - orchestrators or deal-makers?, 213
 - pragmatic approach, 222–4
 - role of, 216
 - using skills of, 226–9
 - what they do, 216–18
- memoranda of understanding (MOUs), 284
- mentors, 32
- messy nature of negotiations, 5, 7, 12, 38, 64, 82, 92–3
- mid-cycle mediation, 225
- Model of Principled Negotiation, 72
- models
 - Dual Concerns Model of strategic choice, 104–6
 - negotiation process, 71, 75
 - Nullarbor, 88–91
 - Principled Negotiation Model, 128
- monochronic cultures, 246
- motivation
 - and cultural differences, 247
 - motivation to maintain one’s demand (MD), 78, 89
 - motivation to reach agreement (MA), 78, 80, 89
- negotiation audits, 267–8
 - developing new script, 271–2
 - individual action, 269
 - outcome, 269
 - process, 268
 - structure, 268
- negotiation in practice
 - agreement and outcome, 57–8
 - agreements, 174–5
 - baseball ticket negotiations, 6
 - BATNA, 164–5
 - business negotiations, 278, 285–6
 - competitive tactics, 140
 - competitiveness, 168
 - compromise, 170, 172
 - constituency negotiations, 199
 - cross-cultural negotiations, 249
 - cultural differences, 245
 - deadlocks, 96
 - deal-breakers, 134

INDEX

- emotional involvement, 19
- expectations, 190
- gender, effect of, 22
- handshakes, 42
- high- and low-context
 - communication, 241, 242
- ideas, 149
- information exchange, 49
- infrastructure projects, 282–3
- internal tensions, 196–7
- management–union negotiations, 272
- motivations to reach agreement, 80
- phases in an inherently competitive
 - negotiation, 75–7
- power of alternatives, 47
- relationships, 108
- respect, 258
- risk in not being part of negotiation, 195
- solutions to the table, 153
- standing firm, 113
- strategic approach, 110–11, 119–20
- two-sided nature of, 24
- underlying need, 129
- whiteboard use, 150
- win-win, meaning of, 56
- workplace negotiations, 264
- yes-able propositions, 117
- negotiation maps, 2, 191
- negotiation process, 69–70
 - checking, 93–4
 - and culture, 238
 - defined, 3–4
 - dominant activities, 74
 - first tasks, 124–6
 - models, 71, 75
 - on behalf of another party, 182
 - strategies and tactics, 74
 - See also* constituency negotiations;
 - management of negotiations; offer
 - management; process dimension
- negotiation representatives
 - role of, 199–201
- negotiation scripts. *See* scripts
- negotiations
 - approaches to, 15
 - as a banquet, 252–3
 - competitiveness in, 4, 6
 - cooperativeness in, 4, 6
 - defined, 3, 56
 - gender, effect of, 20, 21–3, 86
 - imagery, 84–5, 86–7
 - issue–process–action distinction, 5, 94
 - key elements, 3–4, 9–10, 289
 - messy nature of, 5, 7, 12, 38, 64, 82, 92–3
 - over the internet, 64–6
 - over the phone, 65–6
 - phases. *See* phases in negotiations
 - pre-negotiation, 202
 - as professional practice, 27
 - recognising a good, 289–91
 - rock’n’roll approach to, 251–2
 - skills tips. *See* skills tips for negotiations
 - two-sided nature of, 5, 21–3, 92–3
 - See also* DNA of negotiations; skills tips for negotiations
- negotiators
 - advice to, 2, 289
 - biases of, 14–15
 - and collective negotiations, 197–206
 - difficult, 20–1
 - and emotions, 17–20
 - ethical, 53–4
 - and mediation, 224–9
 - and personality, 12–16, 17–20
 - recognising a good, 25–7
 - as reflective practitioners, 27–8
 - reviewing negotiations, 8, 28–30
 - systematic approach, 7–8
 - team of, 276–7
 - thoughtful, 122
 - tough stance, 138–9
 - See also* mediators; non-Western
 - negotiators, effective negotiators;
 - representatives; tool kit for negotiators
- Nigerian negotiators, 239
- non-visual communication, 64
- non-Western negotiators
 - concessions, 256
 - exploration, 255
 - information exchange in
 - negotiations, 254
 - responses to problems, 247
 - ways to be helpful, 256–60
- note-taking, 28–9, 61
- Nullarbor Model of negotiations, 88–91
- offer management, 74, 172, 173
 - approaches to, 236–48
 - opening offers, 115, 127–8
 - walk-away point, 116
 - See also* exchanging offers
- one-sided thinking, 21–3
- open environments, 148–9
- opening offers, 115, 127–8
 - business negotiations, 280
- options.
 - aware of your, 117–18
 - closing, 166
 - exploring, 89, 144
 - and preparation, 145–6
 - See also* exploration
- organisational competency, 191–2
- organisations
 - decision-making in, 186, 187

- other-directed thinking, 21–3
- other parties
 - concern for their outcome, 106–9
 - expecting other’s strategy, 112–14
 - knowledge of, 15
- outcome in negotiations, 9, 54–5
 - and agreements, 56–8
 - concern for other’s, 106–9
 - and constituency negotiations, 193
 - differentiation, 137–8
 - exchanging offers, 178
 - exploration, 157
 - and mediation, 211
 - win-win, 55–6
- over-confidence, 14
- parties to negotiations, 12
- personality
 - impact on negotiations, 12–16, 113
 - managing use of, 17–20
- perspectives
 - and cultural differences, 235
 - of negotiators, 13
- persuasion
 - and cultural differences, 247
- phases in negotiations, 70
 - and interaction research, 73–4
 - within an inherently competitive negotiation, 75–7
- phone
 - negotiating via, 65–6
- pitch, 127
- polychronic cultures, 245
- positional bargaining, 34, 194
- power in negotiations, 9, 44
 - and constituency negotiations, 193
 - and cultural differences, 235, 243–4
 - and ethics, 53
 - making sense of, 44–6
 - and mediation, 211
- pre-negotiation negotiations, 202
- preparation
 - checklist, 8
 - and constituency negotiations, 201–3
 - and difficult negotiators, 20
 - and mediation, 226
 - and options, 145–6
 - of questions, 63–4
 - strategic approach, 114–15
 - for team of negotiators, 276–7
- Principled Negotiation Model, 128
- Prisoner’s Dilemma, 34–5
- problem solving
 - and cultural differences, 247
 - joint, 150–1
 - side-by-side, 150
 - unilateral, 151–2
- process dimension
 - critical moments, 228
 - and cross-cultural negotiations, 250
 - differentiation, 128–32, 142
 - exchanging offers, 170–8, 179
 - exploration, 148–52, 158
 - mediation, 226
- process-related statements, 66–7, 94–5
- proposals
 - unpacking, 147–8
- questions
 - asking, 62–4, 134
 - check state of play, 69
- reciprocity in negotiations, 9, 13, 34
 - and constituency negotiations, 193
 - and information, 134
 - and mediation, 211
 - See also* tit-for-tat rules
- reflection, 8, 20
 - during negotiations, 81–2
 - as reflective practitioners, 27–8
 - skills development, 28–30
 - See also* self-reflection
- rejection
 - handling, 155
- relationships, 106–9
 - constituency negotiations, 205
 - and mediation, 210
- representatives
 - role of, 199–201
- resolution of differences, 77–80, 89
- respect, 20, 258
- reviewing negotiations, 8
 - checklist, 29
 - constant, 120–1
 - process, 28–30
 - See also* reflection
- risks
 - presence of, 43
- rock’n’roll approach to negotiations, 251–2
- scripts
 - competitive, 85–6
 - constituency negotiations, 203
 - and cross-cultural negotiations, 260
 - developing, 83–4
 - developing new, 271–2
 - personal, 92
- self-awareness of negotiators, 13, 15
- self-evaluation, 30–2
 - tools, 15
- self-reflection checklist, 16
- separation in constituency negotiations, 194–7
- shorthand, 60, 133

INDEX

- side-by-side problem solving, 150
- silence
 - use of, 27, 96
- skills tips for negotiations.
 - action plans, 30
 - competitive tactics, 139
 - cross-cultural, 231
 - cultural differences, 233
 - deadlocks, 95, 97
 - deals, 276
 - deciding what to ask for, 117
 - emotions, dealing with, 19
 - end-game strategies, 167, 171, 178
 - ethics test, 54
 - gender differences, 23
 - information exchange, 50
 - issue–process–action distinction, 94
 - learning about others, 236
 - listening, 61
 - managing a long negotiation, 93
 - mediation preparation, 226
 - mentors, 32
 - offer management, 172, 173
 - outcome, focus on, 57
 - pre-negotiation, 202
 - proposals, 147
 - questioning, 64, 69, 134
 - relationships, 109
 - representatives, 200, 201
 - reviewing negotiations, 30
 - separation, 194
 - speaking, 62
 - standing firm, 127
 - starting negotiation, 126
 - state-of-play questions, 5
 - strategic approach, 102
 - strategic intent, 206
 - suggestion handling, 155
 - things to avoid, 137, 149, 176
 - trust development, 44
 - workplace negotiations, 265
 - See also* effective negotiators
- solutions
 - power in proposed, 46
- speaking, 62–4
- stage models, 71, 72
- standing firm, 103, 113, 127, 166, 169
- statements
 - checklist, 67
 - process-related statements, 94–5
 - types of, 66–7
- strategic approach, 102–4
 - analysis before you decide, 118
 - business negotiations, 277–80
 - changing context, 118–19
 - expectation of other's, 112–14
 - preparation, 114–15
 - reviewing course of action, 120–1
- strategic intent, 26
 - maintaining, 206
- strategic perspective, 26
- Strategy Worksheet, 114, 121, 166
- Sudoku analogy, 87
- suggestions
 - handling, 154–5
 - making, 152–3
- tactics
 - associated with strategies, 74
 - deliberately competitive, 138–41
- team of negotiators
 - preparing, 276–7
- tension reduction, 227
 - See also* GRIT strategy
- third-party dispute-resolution processes, 212
 - See also* mediation
- threats
 - dealing with, 177–8
- time
 - and cultural differences, 244–6
- time pressure, 109–10
- Time Team* (TV program), 126
- tit-for-tat rules, 34–9
- tool kit for negotiators
 - Nullarbor Model of negotiations, 91
 - preparation checklist, 8
 - review checklist, 29
 - reviewing negotiations, 121
 - self-evaluation, 31
 - self-reflection checklist, 16
 - workplace negotiation audit, 267
- tough-stance negotiators, 138–9
- train journey analogy, 87–8
- transformative mediation, 213
- transparency
 - illusion of, 15
- trust in negotiations, 9, 27, 40–1
 - and constituency negotiations, 193, 205–6
 - and cultural differences, 239
 - development, 44
 - and mediation, 211
 - situation-specific, 41–4
 - types of, 41
- two-sided nature of negotiations, 5, 21–3, 92–3
 - See also* differences between parties
- two-way negotiators, 197–8
- unilateral problem-solving, 151–2
- US negotiators, 60

- variable-sum variable-share problems, 55
- walk away, 103, 116, 166
- Western negotiators
 - concessions, 256
 - exploration, 255
 - information exchange in negotiations, 254
 - responses to problems, 247
 - rock'n'roll approach, 251–2
 - ways to be helpful, 256–60
- whiteboard use, 150
- win–lose negotiations, 13, 14, 55, 71, 127
- win–win approach, 71, 84
- win–win negotiations, 10, 55–6, 126
- women. *See* female negotiators
- workplace negotiations.
 - audits, 267, 269
 - managing, 263–5
 - See also* management–union negotiations
- yes-able goals, 25, 117