

# **HBR'S 10 MUST READS ON NEGOTIATION**

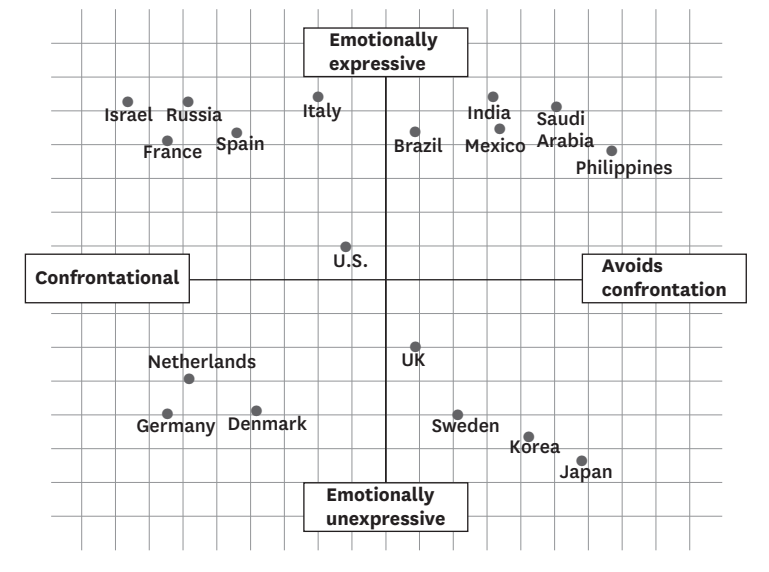
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# Preparing to face your counterpart

The map below sorts nationalities according to how confrontational and emotionally expressive they are. Although negotiators often believe that the two characteristics go hand in hand, that's not always the case.



## Deal-minded negotiators versus implementation-minded negotiators

### Deal-minded negotiators

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| <b>Assumption</b><br>“Surprising them helps me. They may commit to something they might not have otherwise, and we’ll get a better deal.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Introduce new actors or information at strategic points in the negotiation.</li> <li>• Raise new issues at the end.</li> </ul> |
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### Implementation-minded negotiators

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| <b>Negotiation tactics</b><br><div> <div>Surprise</div> <div>=</div> </div> | <b>Assumption</b><br>“Surprising them puts us at risk. They may commit to something they cannot deliver or will regret.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Propose agendas in advance so both parties can prepare.</li> <li>• Suggest questions to be discussed, and provide relevant data.</li> <li>• Raise issues early.</li> </ul> |
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| <b>Assumption</b><br>“It’s not my role to equip them with relevant information or to correct their misperceptions.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Withhold information.</li> <li>• Fail to correct mistaken impressions.</li> </ul> |
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| <b>Assumption</b><br>“I don’t want them entering this deal feeling duped. I want their goodwill during implementation, not their grudging compliance.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Create a joint fact-gathering group.</li> <li>• Commission third-party research and analysis.</li> <li>• Question everyone’s assumptions openly.</li> </ul> |
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| <b>Assumption</b><br>“My job is to get the deal closed. It’s worth putting a little pressure on them now and coping with their unhappiness later.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Create artificial deadlines.</li> <li>• Threaten escalation.</li> <li>• Make “this day only” offers.</li> </ul> |
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| <b>Assumption</b><br>“My job is to create value by crafting a workable agreement. Investing a little extra time in making sure both sides are aligned is worth the effort.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Define interests that need to be considered for the deal to be successful.</li> <li>• Define joint communication strategy.</li> </ul> |
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| <b>Assumption</b><br>“As long as they commit, that’s all that matters. Afterward, it’s their problem if they don’t deliver.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Focus on documenting commitments rather than on testing the practicality of those commitments.</li> <li>• Rely on penalty clauses for protection.</li> </ul> |
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*Realistic commitments*

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| <b>Assumption</b><br>“If they fail to deliver, we don’t get the value we expect.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Ask tough questions about both parties’ ability to deliver.</li> <li>• Make implementability a shared concern.</li> <li>• Establish early warning systems and contingency plans.</li> </ul> |
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| <b>Assumption</b><br>“The fewer people involved in making this decision, the better and faster this will go.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Limit participation in discussions to decision makers.</li> <li>• Keep outsiders in the dark until it is too late for them to derail things.</li> </ul> |
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*Decision making and stakeholders*

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| <b>Assumption</b><br>“If we both fail to involve key stakeholders sufficiently and early enough, whatever time we save now will be lost during implementation.” | <b>Behaviors</b> <ul style="list-style-type: none"> <li>• Repeatedly ask about stakeholders:</li> <li>• Whose approval is needed?</li> <li>• Whose cooperation is required?</li> <li>• Who might interfere with implementation?</li> </ul> |
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## A map of synergies

*A deal's potential synergies are best viewed as a series of concentric circles. Those close to the center tend to be cost-saving synergies, which can be realized quickly and are likely to succeed. Those on the outside are revenue-generating synergies, which require a lot of time and management and are less likely to succeed. In determining your walk-away price, your discount factor for synergies should rise as you move away from the center.*

