

Preface

When I told my father of my plans to develop a firm specializing in training people how to negotiate, he was quite surprised. When I indicated that many people feel the need to become more confident, he was dumbfounded. “Don’t people know negotiating is fun?” he asked. But he’s good at it and likes to make deals. The aim of this book is to help you get good at it as well and to increase your confidence and the resulting rewards that can come from concluding an effective negotiation.

The title of this book is *Negotiating Skills for Managers*, but a more descriptive title would include the subtitle “and Everyone Else.” Negotiation is a universal human activity—we all engage in bargaining at one level or another on a pretty regular basis. And while we all need good negotiation skills in business, these skills are valuable in our personal lives as well.

Several years ago, in a response to a follow-up form asking for a long-term evaluation of our flagship negotiation course, a participant responded that he had not used negotiation in his professional life—but he had used it to save his marriage. I hope this book will enhance your professional skills as a negotiator; and then you can view any personal impact simply as an additional benefit.

Plan of the Book

Negotiating Skills For Managers has 12 chapters. In the first 10 we discuss negotiation paradigms, philosophical underpinnings, and specific tools and techniques. You’ll find a detailed review of the idea of “interests” and BATNA (Best Alternative To a Negotiated Agreement)—two things all negotiators need to

understand. There's also a discussion of the Interest Map[©], a crucial preparation tool introduced in Chapter 5 and used in subsequent chapters. The two final chapters bring it all together, with Chapter 11 focusing on the negotiation process and Chapter 12 summarizing what I call the Seven Pillars Of Negotiational Wisdom[©].

You'll find that *Negotiating Skills for Managers* does not promulgate a series of hard-and-fast rights and wrongs. Effective negotiators know that each negotiation has unique characteristics and being flexible can make the difference between effectiveness and wasted time. This book emphasizes that you should not view negotiation as a competitive exercise, and that the best way to conduct a successful negotiation is for all parties to be satisfied when you conclude the agreement.

Special Features

The idea behind the books in the Briefcase Books series is to give you practical information written in a friendly person-to-person style. The chapters are short, deal with tactical issues, and include lots of examples. They also feature numerous boxed sidebars designed to give you different types of specific information. Here's a description of these sidebars and how they're used in this book.



These boxes are designed to give you tips and tactics that will help you more effectively implement the methods described in this book.



These boxes provide warnings for where things could go wrong when you're trying to prepare for and undertake a negotiation.



These boxes highlight insider tips for taking advantage of the practices you'll learn about in this book.



Every subject has its special jargon and terms. These boxes provide definitions of these concepts.



It's always important to have examples of what others have done, either well or not so well. Find such stories in these boxes.



This identifies boxes where you'll find specific procedures you can follow to take advantage of the book's advice.



How can you make sure you won't make a mistake when negotiating? You can't, but these boxes will give you practical advice on how to minimize the possibility.

Acknowledgments

While any mistakes in *Negotiating Skills for Managers* are my responsibility, I have been lucky enough to have received help and support from my wife, Andréa F. F. MacLeod, and my colleague Marsha M. Vaughan. John Woods, of CWL Publishing Enterprises, made the whole project possible, from his innovative formatting of the Briefcase Books series to his pointed editorial comments—and his effective prodding. Joan Paterson served as editor and had a lot to do with finalizing the manuscript that has become this book. In addition, Nancy Woods and Bob Magnan, also of CWL, had a hand in creating the final product you have before you.

This book also owes a considerable debt to ideas from colleagues within The Negotiation Skills Company, Inc.: Anthony Adamopoulos, Esq., Mary Ellen Shea, Ron Scruggs, Denise Delaney, Curtis Johnson, and Paul Cohen, Esq. Of the many others who have contributed to my understanding, Marshall Derby, Felicity Barber, Ricardo Altimera-Vega, and the late

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Anthony Hyde stand out. My daughters Julia and Abigail have kept me on my negotiating toes all their life.

Fundamentally, however, my most significant negotiation learning took place at the knee of my father, Martin E. Cohen. I owe it all to him.

For further information and advice about negotiation, you are invited to visit the Web site of The Negotiation Skills Company, Inc.: **www.negotiationskills.com**.