

NEGOTIATING THE IMPOSSIBLE

How to Break Deadlocks and Resolve Ugly Conflicts (Without Money or Muscle)

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The Web site for this book is at www.NegotiatingTheImpossible.com.

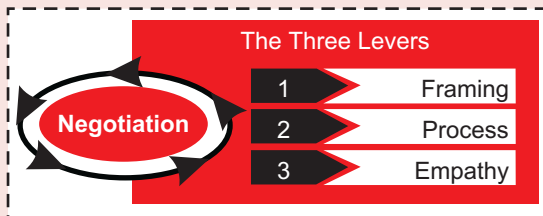
ISBN 978-1-77544-873-0

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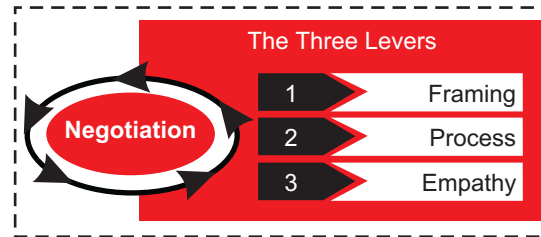
It's generally assumed the only way you can get a great outcome in a negotiation is if you have all the money or power. That's not necessarily true – especially when you're in a deadlocked negotiation or an ugly dispute which is going nowhere.

There are three levers which most negotiators tend to underestimate but which really hold the power to bring any negotiation to a successful conclusion:



“Which one of these levers will be the key to solving your problem—or, whether you will need to use multiple levers—will depend on the situation. Alone, each of these is extremely effective. Together, they provide a comprehensive approach to negotiating the impossible. Of course, not all problems of human interaction will be solved quickly or easily. Many of the worst conflicts require tremendous effort, strategic perseverance, and fortuitous timing. But there are also times when what is most needed is something a bit different: the ability to control the frame, to shape the process, and to unearth possibilities where others see none. I hope you see every problem of human interaction as an opportunity for achieving greater understanding and better agreements.”

– Deepak Malhotra



Lever #1 – The Power of Framing Pages 2 - 3

Highly effective negotiators know and understand how you describe or structure your proposal can be just as important as what you are proposing. Put differently, deals which are identical in all material respects can be made more attractive or less appealing simply by changing how they are presented. Always look for ways you can reframe your proposals to make them more attractive to the other side (and their backers).

Lever #2 – The Power of Process Pages 4 - 5

If you shape the process by which an agreement will be reached, you can subtly yet powerfully influence the actual outcome of the negotiation. Get to know what the parties are trying to achieve and then map out a plan to get from where everyone is today to where they need to be to reach an agreement. Pay attention to the process and the journey and you can negotiate the impossible.

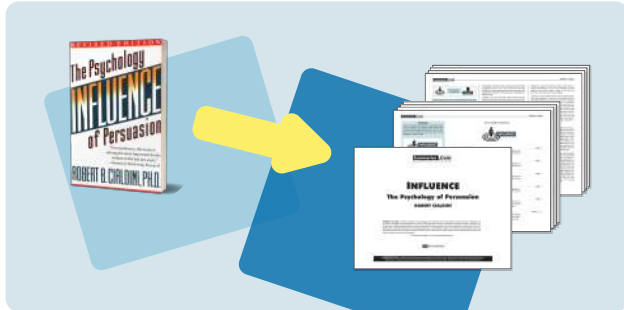
Lever #3 – The Power of Empathy Pages 6 - 8

When negotiating, you have to keep reminding yourself you're dealing with a person or several people on the other side of the table. Always ask: "How does the other side see their own behavior?" If you can empathize, you'll see more options and ultimately that makes it more likely you will end up achieving your own goals as well. The greater your capacity for empathy, the more options you have and the more likely it becomes you will end up with a win-win outcome.



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