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## The Importance of Knowing the Rules

Knowing the Rules Gives Us Options

## Negotiating Is a Process of Dissolving Blocks

Blocks Exist for a Reason

Use Others' Energy for Your Mutual Advantage

The Sources of Our Blocks

Summary

Review Questions

# 2 How to Prepare for a Negotiation 21

## The Objective in Preparing for a Negotiation

### Step One: Prepare; Don't React

Triggering Events Can Keep Us from Preparing

Use Triggering Events to Advantage in Preparing

### Step Two: Get the Facts

Don't Make False Assumptions

Facts Checklist

Explore the Data

We Both Need the Same Data

### Step Three: Determine the Importance of the Current Situation

Measuring Importance Tells Us What We Need

### Step Four: Clarify Needs and Distinguish Between Needs and Solutions

### Step Five: Generate Multiple Options

What If We Don't Know What to Do?

### Step Six: Know the Other Party

Summary

Review Questions

# 3 You Get What You Believe 35

## Perceptions and Beliefs

When We Believe that We Can

When We Believe that We Can't

Others Mirror Our Beliefs

Our Beliefs Need to Be "For Real"

## Beliefs Influence Our Negotiations

Where Do Our Beliefs Come From?

Beliefs Form a Filter System

Everyone Has a Unique Filter

Assume Different Perspectives

False Assumptions Can Lead to Righteous Positions

## Self-limiting vs. Empowering Beliefs

Self-limiting Beliefs

Empowering Beliefs

## Beliefs Create Boundaries

Show Stoppers

Scorekeeper Beliefs

Peacemaker Beliefs

"I Need to Prove Myself" Beliefs

## What to Do with Our Self-limiting Beliefs

- Option One: Check Out the Data
- Option Two: Get Input from Others
- Option Three: Take It a Step at a Time
- Option Four: Resolve Past Issues
- Option Five: Take a Break

### Summary

### Review Questions

## 4 Identify and Remove the Blocks

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### Negotiating Equals Removing Blocks

#### Blocks Within Us

- Beliefs that Stop Us
- Negotiate Fears Up Front
- Afraid They Will Get Angry
- Enough Time?

#### Relationship Blocks

- Relationships Need to Be Safe
- Relationships Need to Be Respectful
- Relationships Need to Be Resolved
- Distinguish Between Problems and Conflicts

#### Process Blocks

- Make It Safe
- Make It Fair
- Make It Effective

#### Blocks in Applicable Criteria

- Lack of Established Standards
- Disagreement About Validity of Established Criteria
- Different Interpretations of Criteria
- How to Prevent Criteria Blocks

### Summary

### Review Questions

## 5 Dealing with Difficult People

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### Our Objective in Dealing with Difficult People

#### Enforcers

- Enforcer Assumptions
- Enforcer Behaviors
- How to Respond to Enforcers

#### Scorekeepers

- Scorekeeper Behaviors
- How to Respond to Scorekeepers

#### Peacemakers

- Peacemaker Behaviors
- How to Respond to Peacemakers

#### Rebel Producers

- Rebel Producer Assumptions
- Rebel Producer Behaviors
- How to Respond to Rebel Producers

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