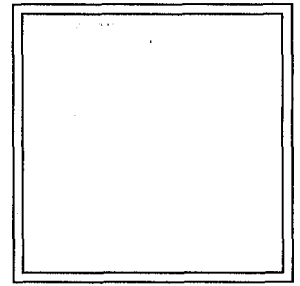


# Successful Negotiating





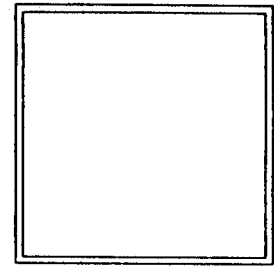
# Successful Negotiating

Grant E Mayberry



AMERICAN MANAGEMENT ASSOCIATION





# Contents

About This Course	ix
How to Take This Course	xi
Introduction	xv
<b>1 Planning for Negotiations</b>	<b>1</b>
Identifying the Issues	
Example 1	
Example 2	
Analyzing the Situation	
Establishing the Preliminary Objective	
Assessing Strengths and Weaknesses	
Assessing the Opponent	
Assessing the Negotiator	
Recap	
Review Questions	
<b>2 Prenegotiation Preparation</b>	<b>9</b>
Assembling Data	
Team Meetings	
Dealing with the Abilene Paradox	
Selecting the Team	
Responsibilities of the Team Leader	
Dealing with Conflicting Personalities	
Prenegotiation Discussions with Opponents	
Recap	
Review Questions	

<b>3</b>	<b>Developing Strategy and Tactics</b>	<b>19</b>
	Defining Strategy and Tactics	
	Strategies for Attaining Objectives	
	Changing Primary Strategies	
	Deductive Strategies	
	Successful Tactics	
	Offense and Defense	
	Strong versus Weak Positions	
	Recap	
	Review Questions	
<b>4</b>	<b>Negotiation Techniques</b>	<b>29</b>
	Psychology of Negotiation	
	Passive Techniques	
	Alertness	
	Domination	
	Reasonableness	
	Unreasonableness	
	Silence	
	Active Techniques	
	Blaming an Absent Party	
	"Strawman" Issues	
	Insult	
	Walkout	
	Time Pressure	
	Recess	
	Offering Alternatives	
	Timing	
	Using Questions	
	More Effective Techniques	
	Holding Back Strong Points	
	Dividing the Opposition's Team	
	The Informal Meeting	
	Staying on Track	
	Conclusions	
	Recap	
	Review Questions	
<b>5</b>	<b>The Negotiation Session</b>	<b>41</b>
	Principles of Persuasion	
	Terms	
	Negotiation Site	
	Seating	
	Lighting	
	Decor	
	Anatomy of the Negotiation Session	

Fact-finding	
Recess	
The Bargaining Session	
The Final Session	
Controlling the Session	
The Opening Statement	
The Agenda	
Bargaining as the Session Progresses	
Recap	
Review Questions	
Bibliography	51
Post Test	53
Case Study	63
-	71
The Selected Readings	77
Index	108

