

Negotiation Mastery

Course Conclusion

This section wraps up our course—but it shouldn't conclude your learning about negotiation. There are many resources you can tap going forward. For starters, at the bottom of this note there's a short list of books, articles, blogs, and apps developed by the experts you've met here. Our team of scholars and practitioners offer valuable advice about forging agreements and resolving disputes.

In addition, relating your own negotiation experience to the concepts, examples, and techniques you've seen here is a powerful way to expand your knowledge and enhance your effectiveness in days ahead. To extract the right lessons, though, your reflections must be objective and well organized.

Here's the big challenge: outcomes often aren't a good measure of negotiation success. (We've emphasized that point throughout the course.) Yes, it's true that we negotiate in hopes of reaching a favorable agreement, yet we may have to walk away empty-handed even after doing the very best we could. Sometimes there just isn't a ZOPA—the most we could reasonably offer our counterpart was less than he or could get elsewhere. Other times the person we deal with may be unrealistic or distrustful. Again—through no fault of our own—we may be disappointed with the result.

There's a flip side of that coin, as well. Sometimes we may negotiate a deal that's even better than we had hoped for. That's great! Some of our success may have been due to careful planning and skillful execution. Then again, maybe the other party was desperate or made a fatal mistake. If so, at least some of our success was due to good luck, not talent.

Here's the take-away. **Instead of concentrating on outcomes (which are not fully in your hands), focus on what is within your control: namely, how well you prepare for and manage the process.**

That starts with formulating a plan that is clear and coherent, yet also flexible enough to allow you to adapt to surprises, both bad and good, as the negotiation unfolds. Effective planning must include:

1. Identifying your interests and weighing your tradeoffs.
2. Crafting a "stretch goal," something to aim for.
3. Calculating a provisional walk-away.
4. Preparing for both best and worst-case scenarios.
5. Estimating the likely priorities and walk-away of your counterpart.
6. Sharpening your persuasive skills ("to get a yes, expect a no").
7. *Recognizing what you don't yet know and must learn while you negotiate.*

Be sure to write down your plan. For simple negotiations, a few rough notes may suffice. The more important the case, the more you should write. (Remember the elaborate spreadsheet that Des Stolar and Nate Barbera developed before they went on *Shark Tank*!) Some uncertainty is inevitable in negotiation, so your notes should always include question marks. It's all the better if you can get feedback from a friend or colleague. You'll likely get some good advice, plus the simple act of explaining your plan to someone else will clarify your own thinking.

That's step one in the learning process, but it's not enough. Step two is essential: when you've completed your negotiation, conduct an "after-action" review. Specifically:

1. Critique your strategy: what did you correctly anticipate; what should you have foreseen?
2. Identify two specific things that *worked well* for you during the negotiation.
3. Identify two other specific things that you'd do *differently*.
4. Check back with your friend or colleague for insights you might have missed.
5. Develop your own personal catalog of best practices.
6. Consult it every time you're preparing to negotiate.

This process should sound very familiar to you now. It's the essence of the workbook you've developed while taking this course. Make self-reflection a habit. Never be the least prepared person at the bargaining table. And don't squander the value of learning from your experience. Most important, be the person you want to be: be creative and honor your values.

Check out the resources on the next page and warm wishes for all your success in your negotiations!

Resources

All the Harvard faculty and some of the expert negotiators that you met in this course have shared their insights through books, articles, and other media. Most of them have published extensively. The following list is just a small sample of their work, but it's a good place to start learning more about negotiation.



Max Bazerman

The Power of Noticing: What the Best Leaders See (2015).

Negotiation Genius (with D. Malhotra) (2008).



Hannah Riley Bowles

"How Can Women Escape the Compensation Negotiation Dilemma? Relational Accounts Are One Answer" (with L. Babcock), *Psychology of Women Quarterly* (March 2013).

"A Closer Look at the Gender Gap," *Negotiation* (2008).



Alison Wood Brooks

"Emotion and the Art of Negotiation: How to Use Your Feelings to Your Advantage," *Harvard Business Review*, (December 2016).

"It Doesn't Hurt to Ask: Question-Asking Increases Liking," (with K. Huang, M. Yeomans, J. Minson, and F. Gino, 2017.)



Francesca Gino

Sidetracked: Why Our Decisions Get Derailed and How We Can Stick to the Plan, (2013).

"Is the Moral Domain Unique?" (with J. Lees), *Social and Personality Psychology Compass* (August 2017).



David Hoffman

Bringing Peace into the Room: How the Personal Qualities of the Mediator Impact the Process of Conflict Resolution, (with D. Bowing, 2003)

Mediation: A Practice Guide for Mediators, Lawyers, and Other Professionals (2013).



Leonard Lira

“Design: The U.S. Army’s Approach to Negotiating Wicked Problems,” in *Venturing Beyond the Classroom*, Vol 2. (C. Honeyman, H. Coben, and G. De Palo, eds., 2010)



Deepak Malhotra

Negotiating the Impossible (2016).

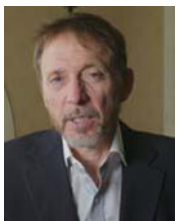
Negotiation Genius (with M. Bazerman, 2008).



James Sebenius

3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals, (with D. Lax, 2006).

Kissinger the Negotiator: Lessons from Dealmaking at the Highest Level, (with R. N. Burns and R. H. Mnookin, 2018).



Christopher Voss

Never Split the Difference: Negotiating As If Your Life Depended on It. (2016).

Blog: *The Negotiation Edge*.



Michael Wheeler

The Art of Negotiation: How to Improvise Agreement in a Chaotic World (2013).

Blog: *LinkedIn Influencer*.

App (Android and iOS): Negotiation 360.