GOOD FOR YOU, GREAT FOR ME

Finding the Trading Zone and Winning at Win-Win Negotiation

LAWRENCE SUSSKIND

Co-Founder, Program on Negotiation at Harvard Law School, and Founder of the Consensus Building Institute



CONTENTS

	introduction. Thrumg the Trading 20th	
	at Golden Pond	1
	SIX WAYS OF WINNING AT WIN-WIN NEGOTIATION	
C	Lead Them into the Trading Zone: Help Your	
	Negotiating Partners Reframe Their Mandate	
	and Priorities	15
	Dealing with Stubborn or Irrational Partners	15
	First, Find the Facts	22
	Mapping the Territory, Together	24
	Negotiating with a 900-Pound Gorilla	31
	Overcoming the Not-in-My-Backyard Syndrome	38
:	Create More Value: Propose Packages That Are	
	Good for Them and Great for You	45
	Creating More Value through Trades	45
	Negotiating Strategic Alliances	52
	Managing Conflict within the Ranks	59

VIII · CONTENTS

	When You Shouldn't Go It Alone	67
	When a Majority Isn't Enough	76
3	Expect the Unexpected: Use Contingent Offers	
	to Claim More Than the Other Side	87
	The Art of the Improviser	87
	Talking to Climate Change Skeptics	94
	Don't Like Surprises? Use Contingent Agreements	100
	What's Special about Technology-Related and	
	Other Kinds of Complex Negotiations?	106
4	Write Their Victory Speech: Help the Other Side	
	Sell Your Best Deal to Their Back Table	115
	Build Both Offensive and Defensive Coalitions	115
	Negotiating with Regulators	124
	Mediation as Problem Solving	132
5	Protect Yourself: Insulate Agreements against	
	Predictable Surprises	137
	Bringing Talks Back on Track with Facilitation	137
	Dispute Prevention: It's a Good Idea, Right?	146
	What to Do When the Other Person Is Lying	149
6	Provide Leadership: Build Your Organization's	
	Negotiating Capabilities	153
	The Responsibilities of Leadership	153
	When an Angry Public Wants to Be Heard	156

Helping Decentralized Organizations Negotiate	
More Effectively	162
Don't Get Lost in Translation	165
Negotiating for Continuous Improvement	172
The Importance of Good Negotiation Coaching	188
Coda: Finding the Sweet Spot in Your Next	
Negotiation	197
Get the Opening Right and Find Your Way into	
the Trading Zone as Quickly as Possible	197
Invest Heavily in Value Creation	201
What If the Parties Haven't Done Their Homework	
or Aren't Authorized to Make a Reasonable Deal?	202
Avoid Compromise	204
Finding Your Sweet Spot	206
Acknowledgments	209
Notes	213
Index	