

Introduction: It's Your Move



At the Wharton School, I teach negotiation to some of the best and brightest professional people in the world. I have trained everyone from CEOs and university presidents to navy SEALs and FBI hostage negotiators. I also helped to negotiate programs that have transformed the University of Pennsylvania's relationship with its surrounding Philadelphia neighborhoods and spearheaded academic initiatives within both Wharton and Penn. But despite these credentials, I have to admit that bargaining can still make me a little anxious. In fact, sometimes I do not even realize I am negotiating at all—until it is too late.

For example, I was once sitting at the dinner table with my family when the telephone rang. I answered. It was a neighbor's teenage daughter, Emily.

"I'm raising money for our school softball team so we can take a trip this winter to play in a tournament," she explained. "We're selling citrus fruits like oranges and grapefruits. Would you like to buy some?"

We were friends with Emily's family and had known her since she was four. Naturally, I wanted to help out.

"Tell me about it," I said.

She explained the various packages and prices: eleven dollars for the small sampler, twenty for a package with more grapefruit, thirty-five for the grand collection. I found myself wondering where we were going to store thirty-five dollars' worth of citrus fruit.

"OK," I said at the end of the pitch. "I'll take the eleven-dollar package."

Just then my wife, Robbie, got my attention. "Ask Emily about the guinea pig!" she said. I looked puzzled.

My older son, Ben, joined in a little more loudly: "Ned's guinea pig," he explained. "See if she can take care of Ned's guinea pig this weekend while we're away." Our eight-year-old had recently acquired a pet guinea pig that needed a sitter for the fast-approaching Thanksgiving weekend.

"Ah!" I said. I got back onto the phone. "Are you going to be here this weekend?" I asked.

"Yes," came the reply.

"Could you take care of Ned's new guinea pig for us? We'll be in New York and need to find her a home."

"No problem," she replied brightly. Then she went on without missing a beat: "In that case, do you think you could buy the twenty-dollar package?"

It was my move. "Sure," I said with a laugh. "We'll take the twenty-dollar package."

Negotiations—from the megamergers on Wall Street to everyday encounters at home—take unexpected turns and involve high stakes so often that graduate professional schools all over the world offer popular, semester-long courses on the subject. Why? Because students entering professional life—whether in business, law, medicine, education, politics, or public administration—are anxious about negotiation and want to improve their skills. They know they will face all sorts of negotiation challenges in their future roles as business and professional leaders, and they want to replace their anxiety with greater confidence.

It's a smart investment because anxiety hampers negotiation performance in predictable ways. It interferes with your ability to think on your feet and narrows your perspective about the problem you are solving. Most critically, anxiety leads many reasonable people to seek simplistic answers to the question "How should I negotiate?" They grasp at phrases like "win-win" and "win-lose," hoping these formulas will explain what negotiation is about. They hope a single, one-size-fits-all strategy will give them a feeling of control over the process.

But these attempts to simplify negotiations don't work. First, from a strictly rational point of view, *all deals that close are win-win deals*. The two sides would not agree to a proposal unless they thought agreement was better for them than no deal. Second, "win-lose" is often just a label people give a deal when they don't like the way the other side treated them. It is a loser's lament based on perceptions rather than objective facts.

Finally, those of us who study negotiation for a living know that all-purpose strategies are illusions. There are too many situational and

personal variables for a single strategy to work in all, or even most, cases. And these variables shift at light speed. Modern neuroscience teaches us that humans experience a unique emotional moment every 125 milliseconds, and each such moment is immediately followed by an impulse to act on that emotion in some way. In negotiations, these emotions can be especially strong, causing people to lose their composure and misinterpret others' motives.

By studying the process and consciously practicing in low-risk situations, you can learn to control your own reactions and gain more insights into how other parties are seeing the situation. This book will help you begin that journey by presenting you with reliable, tested knowledge about negotiation. The deeper understanding you find here will move you beyond simplistic mantras to greater mastery of the process. You will learn how to adapt to different people and situations while maintaining your ethics and self-respect.

► Look Inside Your Toolbox: It's Your Move ►

There is a wealth of social science knowledge about negotiation, but it is relatively inaccessible. Negotiation scholars publish their findings in academic journals and books that most real-world negotiators do not read. Meanwhile, when it comes to the many how-to guides on bargaining, it is hard for people to sift the good advice from the bad. Just because a technique works well for a celebrity or professional sports agent does not mean it will work for you.

This is why I wrote *Bargaining for Advantage*. In my work at the Wharton School, I constantly canvass the academic and popular literatures on bargaining in search of ideas that dependably help people achieve superior results at the bargaining table. Then, in my courses and writings, I organize this knowledge so busy people can use it.

My approach to negotiation starts with you. My own experience and a lot of research tell me that you already have what it takes to be a highly competent negotiator. You have a set of tools in your personal negotiation "toolbox." The same basic communication and cognitive skills that got you where you are today—advancing toward your personal and professional goals—are the ones you need to negotiate effectively. And everyone—regardless of their current skill level—can improve their performance by identifying their strengths and weaknesses, planning more carefully, and sharpening their tools through practice.

Many people are naturally accommodating and cooperative; others are basically competitive; some are equally effective using either approach. But there is only one truth about a successful bargaining style: To be good, you must learn to *be yourself* at the bargaining table. Tricks and stratagems that don't feel comfortable won't work. Besides, while you are worrying about your next tactic, the other party is giving away vital information that you are missing. To negotiate well, you do not need to be tricky. Instead, you need to focus on being alert and prudent. The best negotiators play it straight, ask a lot of questions, listen carefully, and concentrate on what they and the other party are trying to accomplish.

Bargaining and negotiation (the book will use these two words interchangeably) are not rocket science. But they are not based on simple intuition either. No matter who you are, your intuition will fail you in important bargaining situations. To improve, you need to shed your assumptions about the process and open yourself to new ideas. Most of all, you must learn to recognize the hidden psychological strategies that play such important roles in the process.

For example, as this book will show you, skilled negotiators see more than just opening offers, counteroffers, and closing moves when they look at what happens at the bargaining table. They see psychological and strategic currents that are running below the surface. They notice where the parties stand in terms of the reciprocity norm. They look for opportunities to use what psychologists call the consistency principle, which underlies most discussions of fairness in negotiations. They know that the timing of a proposal can be as important as its content. And they understand that some people need to feel they have "earned" concessions even when you are willing to give them away for free.

Knowledge of these and other patterns embedded in the negotiation process helps experienced negotiators structure their proposals and predict what the other party will do next. Once you learn to recognize these features in the bargaining landscape, you too will be able to "read" bargaining situations more accurately and make your moves with more confidence.

➔ The Approach: ➔ Information-Based Bargaining

I call my approach to negotiation Information-Based Bargaining. This approach focuses on three main aspects of negotiation: solid planning and preparation before you start, careful listening so you can find

out what the other side really wants, and thoughtful attention to the "signals" others send through their conduct once bargaining begins.

As the name suggests, Information-Based Bargaining involves getting as much reliable knowledge about the situation and other party as possible. It is a "skeptical school" of negotiation. It treats each situation and person you face as unique. It cautions against making overly confident assumptions about what might be motivating the other party. And it emphasizes situational strategies tailored to the facts of each case rather than a single, one-size-fits-all formula.

My approach focuses on six psychological factors or, as I call them, "foundations" of effective negotiation. These Six Foundations, described in part 1, are personal bargaining styles (see the personality assessment in appendix A), goals and expectations, authoritative standards and norms, relationships, the other party's interests, and the diverse ingredients that go into that most important of all bargaining assets: leverage. With information on these foundations in hand, you are ready to move down the predictable, four-stage path that all negotiations follow: the creation of a negotiation plan (a simple preparation template is provided in appendix C), preliminary exchanges of information, proposal trading, and finally the closing and commitment stage. Part 2 of the book walks you through this four-stage process step-by-step, followed by a special chapter on the best practices for breaking through impasses when the process stalls.

To help you learn, the book illustrates the principles of Information-Based Bargaining with stories about some of the best negotiators who have ever lived. You will study bargaining strategies used by such experts as United States trade representative Charlene Barshefsky, Sony Corporation's legendary founder Akio Morita, American tycoons such as J. P. Morgan, John D. Rockefeller Sr., and Andrew Carnegie, and historical figures such as Mahatma Gandhi. You will see how these experts succeeded and, just as important, learn how they sometimes failed.

Such role models can teach you a lot, but even more important than their experiences are their attitudes about negotiation. The best negotiators treat bargaining seriously, but they also keep a professional perspective. They can always walk away. They maintain their balance no matter what the other side does, respond promptly to the other party's maneuvers, and keep moving patiently toward their goals.

The best negotiators also have explicit ethical guidelines for their own conduct at the table, regardless of what others may do. They know which moves are within the "rules of the game" and which ones lie

outside ethical boundaries. Chapter 12 provides a three-part framework for you to begin thinking about this crucial topic, and appendix B details the law of fraud, an important baseline for professional conduct in negotiation.

► You Can Learn Only by Doing ►

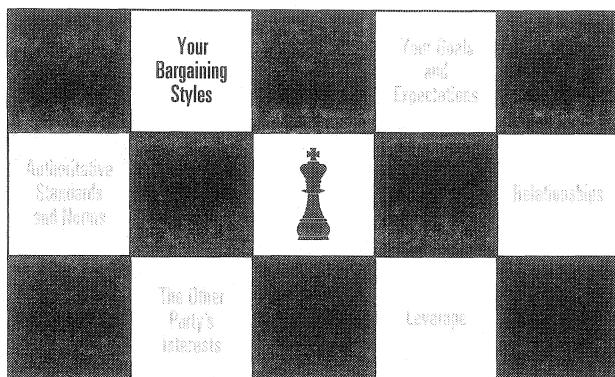
At the Wharton Executive Negotiation Workshop, I am fond of quoting a New York lawyer and dealmaker named James C. Freund. He once stated that "in the last analysis, you cannot learn negotiation from a book. You must actually negotiate."

I agree. This book is your guide to better negotiation practice—not a substitute for it. Take the knowledge you find here and build your own foundations for an effective style. Consider every bargaining opportunity a laboratory to improve your skills. As you gain experience and confidence, you will discover that negotiations will cease being anxiety-filled encounters. Instead, they will become enjoyable—and profitable—challenges.

The First Foundation: Your Bargaining Styles

You must bake with the flour you have.

—DANISH FOLK SAYING



Two men entered a conference room in an office tower high above Lexington Avenue in New York City. It was a cold, wintry day in January. They greeted each other cordially but with noticeable restraint. Taking seats on opposite sides of a large conference table, they settled down to begin discussions over the possible merger of their two giant companies.

On one side of the table sat Peter Jovanovich, the proud chief executive of an esteemed American publishing house called Harcourt Brace Jovanovich (HBJ), which was now teetering on the edge of financial ruin. As the son of one of the firm's founders, Jovanovich was deeply

committed to preserving his family's legacy. Across the table sat Dick Smith, the aggressive, entrepreneurial leader of General Cinema, a large, well-funded conglomerate probing for a corporate foothold in the publishing business. Flanking the two men and waiting expectantly were assorted legal and financial advisers.

Both sides had carefully prepared their scripts for the opening of the negotiation. Smith was to be the suitor. After months of analysis, he had concluded that HBJ was a perfect fit for General Cinema. But he was not sure that Jovanovich shared his vision of the opportunities that lay ahead. Smith planned a detailed presentation on General Cinema's financial strength and reputation. He sympathized with HBJ's woes and was offering hope. But he would be cautious, not wanting to raise expectations about his price.

Jovanovich's team had prepared him for the role of "listener." They had determined that General Cinema offered HBJ its best chance of corporate survival, but they, too, advised caution: Jovanovich's attitude would be interested but noncommittal. He would not tip his hand or show his urgency.

On cue, Smith began his opening speech, but within seconds Jovanovich interrupted—and the HBJ advisers stirred. This was not in the script. What was Peter up to?

As Jovanovich spoke, he took a small box from his coat pocket and placed it on the table between him and Smith. Jovanovich opened the box to reveal an engraved HBJ watch. He pushed it over to Smith.

"My father always gave a watch like this to his partners at the beginning of a new business relationship," said Jovanovich. "This is meant to signify my sincere belief that General Cinema is the right buyer for HBJ."

It was a risky admission, and both men knew it. The anxiety in the room eased. The two men, joined by their teams, began to talk in earnest about how a deal might be done. They kept talking into the night.

➤ Talking to the Mountain ➤

Many years earlier and thousands of miles away, in a valley in Tanzania, East Africa, two elders representing separate lineages of the Arusha people met in the late morning under a stand of large, shady trees. In the distance, beyond the elders, loomed a fourteen-thousand-foot mountain: Mount Meru. Two groups of men flanked the elders, standing on opposite sides of the open area under the trees.

Shade trees are the conference rooms of rural Africa. That day the trees sheltered a negotiation.

The two elders addressed each other formally, describing a dispute between two neighboring farmers. Each elder listed his farmer's grievances and demanded compensation for various wrongs. Each farmer, echoed by his group, loudly rejected the other's demands and elaborated further on his own elder's arguments.

The dispute concerned a vacant area of land between their farms that had once been occupied by a family whose lineage had died out. The farmers' conflicting claims had led to a series of incidents: One farmer's son had damaged an irrigation gate on the other's land; the owner of the irrigation gate had beaten the farmer's son for trespassing. The father of the beaten boy had gone to the elders, demanding a formal meeting to settle the issues.

The process they were engaged in reflected their African landscape like a mirror. They were, to use the Arusha word for the opening stage of negotiations, "talking to the mountain." The day had started well. At the end of this chapter, we'll see how it ended.

◀ The Path of Negotiation ▶

Two groups. Two problems. Two cultures. Yet in both situations people were engaged in a single, familiar process called "negotiation"—an instantly recognizable human activity that helps people make deals and resolve disputes. Exactly how and why negotiation achieves such results is the subject of this book.

People negotiate in similar ways in every culture in the world and have done so since time began. An Arusha elder sitting in the New York conference room where Jovanovich and Smith met might not have understood the words being said, but he would have recognized the symbolism of Jovanovich's gift to Smith. The Arusha negotiation involved a dispute rather than a deal. But we shall see that it concluded with an exchange of gifts. Gifts are part of a universal language of human relationships. And negotiations are fundamentally about such relationships.

Negotiations follow a recognizable four-step path: preparation, information exchange, explicit bargaining, and commitment. In the world of sophisticated big-city business deals, lawyers and investment advisers gather in their conference rooms and run through their carefully

scripted openings. They discuss the issues, then usually ask for more and offer less than they expect to settle for in the end. In Tanzania, the Arusha people establish their agenda, list their demands, and “talk to the mountain,” making exaggerated offers and counteroffers. They, too, are staking out the boundaries of possible agreement and watching for signals from the other side about what may or may not be acceptable. From here, people get down to the business of making concessions and establishing commitments. Negotiation is, in short, a kind of universal dance with four stages or steps. And it works best when both parties are experienced dancers.

← Negotiation: A Definition →

All of us negotiate many times a day. We negotiated as children for things we wanted: attention, special treats, and raises to our weekly allowance. We negotiate as adults for much more complex desires that, when you examine them closely, often come down to the same things we negotiated for as children. Negotiation is a basic, special form of human communication, but we are not always aware that we are doing it.

A simple definition can help you recognize negotiation when it happens: *a negotiation is an interactive communication process that may take place whenever you want something from someone else or another person wants something from you.* I say “may take place” because the relationship you have with the other person or the situation you face may call for co-operation, not bargaining. When a winter storm knocks out the electric power in your community and an elderly neighbor calls asking for help, you do not stop to haggle with her—you respond. If your work calls on you to deliver uncompromising customer service and a customer needs something, you go above and beyond to meet the customer’s needs.

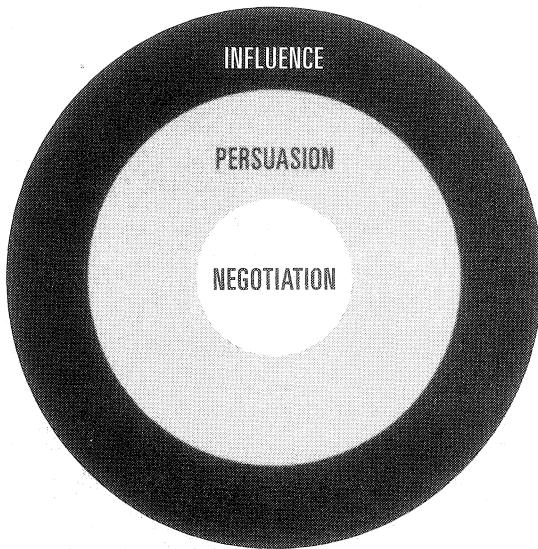
But when you and another party must resolve differences over who will get what share of money, power, status, time, resources, and priority for projects, you will probably need to negotiate. At the kitchen table, you negotiate who will pick up the kids at day care today. At work, you negotiate the terms of your employment. In global hotspots, diplomats negotiate war and peace.

Some popular negotiation books argue that “everything” is a negotiation. Perhaps, but obsessive haggling over the minutiae of daily life is not

always the best way to manage human relations. Is there anything more annoying than a colleague who uses every request as the occasion to demand something in return? In addition, disagreements over facts and beliefs are not negotiations. You do not resolve a heated argument with your best friend about the health risks of smoking tobacco by haggling a bit and then splitting the difference. You must use the best arguments and evidence you can find to help change her mind. And if she will not listen to you, find someone who has more influence over her to deliver the message.

Let's begin our journey to enhanced negotiation skills by identifying more precisely when you should be negotiating and when you should be relying on the two other key interpersonal skills mentioned above: influence and persuasion. The diagram below (fig. 1.1) provides a quick guide to how these three activities relate to one another and identifies when negotiation is required and when it is wiser to use the other two.

FIGURE 1.1
Your Negotiator's Toolbox



The outmost circle in Figure 1.1 is “influence”—a pervasive factor that includes everything, both verbal and nonverbal, that affects how other people respond to you. To understand how this factor relates to

the other two circles, imagine you are at a meeting to pitch a client for some new business. Influence was a factor the moment you walked in the door. For example, if you arrive late, you may have a problem exerting effective influence until you apologize and explain why you were delayed.

The meeting starts and several people begin talking at once. The senior executive on the client's team raises her hand. The room suddenly grows quiet. Another influence moment. Why did they stop talking? Because they credit this executive with enough influence to warrant obedience. In general, your credibility as an influencer comes from people's perceptions of four things: your authority, knowledge, competence derived from real-world experience, and trustworthiness. When they think you have these four assets, they listen carefully. When they think otherwise, especially if they do not trust you, they are wary no matter how loud or persistent you are.

Back to the meeting. Influence factors such as authority, knowledge, and competence have set the stage for your pitch. Now you have a chance to persuade them. That's the next circle.

Persuasion is a verbal skill. It involves using arguments, reasons, and justifications to make your case. This is what scientists and lawyers do when they debate the evidence for and against a given point they want to prove. Aristotle summed up all you need to know about effective persuasion in three words: "know your audience." For example, if you are a visionary young entrepreneur trying to persuade a seasoned venture capitalist to invest in your startup, you had better bring rigorous market analyses, real data, and conservative projections. Your inspiring story about how your product will save the world might help you recruit employees, but it won't get you a loan.

The third, innermost, circle is where negotiation comes in. In essence, negotiation is a special form of persuasion that becomes necessary when you need to allocate something scarce, such as money, status, or resources. Negotiation involves trading and compromising because there is not enough of something to go around.

Let's return again to the pitch meeting. Your audience's perceptions of you have established your influence, and your skills at justifying your proposal with audience-oriented reasons and evidence have persuaded them that your new business idea makes sense. Now you need to close the deal. How much will they pay you? To gain maximum leverage in the trading that will determine the price, your insight into *what the other*

people need is your most important asset. When you have something the other party wants (and the more they need it, the better), you are in a position to ask them for something you want.

A final point. Figure 1.1 makes the relationship among these three key interpersonal skills clear. You can influence and persuade others without having to negotiate with them. But to negotiate effectively, you will also need to tap your credibility and powers of persuasion.

◀ Negotiation and Personality ▶

As I said earlier, my approach to negotiation starts with you. Although the actions of your counterpart and the stresses of the situation you face will strongly affect your behavior, the adjustments you make to these external factors must start from a baseline. That baseline is your personality.

Steve Ross, the supercompetitive founder of Warner Communications and later CEO of Time Warner Inc., was once playing canasta with his wife and another couple on a trip in a Warner corporate jet. He lost the last game just before the plane was preparing to land—and ordered the pilot to circle the airport until he finally won a hand. This was typical of the way Ross played the “game” of business, and people who negotiated against him were wise to take this personality trait into account.

By contrast, Larry King, a popular talk-show host on television, has a reputation as one of the nicest and most accommodating men in the world of big-time entertainment. In the middle of King’s career, his agent decided to shop Larry to various television networks other than his then-current home, CNN. The idea was to gather some competing offers, then demand a multimillion-dollar raise from CNN’s owner, Ted Turner.

The agent’s plan was working fine, with seven-figure offers coming in from various networks, but Turner would not budge. The agent then played his “other offer” card and said that King might move to a different television network if Turner would not match the competing bids.

Turner had known King for years and considered him to be a loyal and cooperative guy, not a “hardball” negotiator. With the agent sitting right there in Turner’s office, Turner picked up the telephone and called King. After a little chat about old times and how much he liked

King as a person, Turner laid his request on the line: "Stay with me," he said.

"OK," said King simply, "I'll stay."

The agent was flabbergasted. But King was happy. He liked the money he was making, he liked Ted Turner, and he liked the fact that Turner liked him. Ted gave Larry a modest raise. Score one for Ted.

Lesson: If you are basically a nice person, it will be a real stretch to act like Steve Ross at the bargaining table—even if you think that is the smart way to behave. You can do it, but not for long and not with a lot of credibility. And if you are basically a competitive negotiator, your go-for-it instincts will likely shine through no matter how hard you try to suppress that aspect of your personality.

By better understanding the aspects of your personality that will come into play during a negotiation, you can plan your strategies to work within whatever constraints that personality imposes. In fact, even if you are extremely introverted and genuinely hate to negotiate, you can do just fine, provided you accept this about yourself and learn to work with it.

I once led a workshop for a number of high-level business luminaries—including a man who founded and served as chairman of the board of one of the world's most successful Internet companies. After the workshop, he confided to me that most negotiations make him quite uncomfortable. As a result, he avoided the process whenever possible and considered himself a poor negotiator. I responded that he had made several billion dollars, so he could not be *that* bad. Not true, he replied. He had succeeded by focusing on his innovation skills—designing an Internet auction system that completely eliminated all haggling from the selling process—and by delegating the really tough negotiations at his company to other executives who excel at (and enjoy) bargaining. Instead of negotiating, he specialized in collaborative aspects of his business such as strategic planning, managing the board of directors, and enhancing the experience of his company's online community. He became successful, not by overcoming his negotiation weaknesses, but by accepting them.

So we begin our study of negotiation by taking a good look in the mirror. Your personality is the First Foundation of Effective Negotiation because it affects everything about your negotiation practice. What moves come most naturally to you? And how can you use those instincts to build a set of effective strategies for achieving your goals? You will become the best negotiator you can be by identifying and then enhancing your natural strengths.

→ Five Strategies and Bargaining Styles: → A Thought Experiment

To begin exploring your negotiation instincts, try the following thought experiment. Imagine you are one of ten people, all of whom are strangers, sitting around a big round conference table. Each of you has a person sitting directly opposite.

Someone comes into the room and makes the following offer: "I will give a prize of one thousand dollars to each of the first two people who can persuade the person sitting opposite them to get up, come around the table, and stand behind their chair."

What strategy would you use to respond to this strange offer? You will need to move quickly because everyone else is also thinking about what to do.

Before reading on, close your eyes and think of your response. Note what strategy comes to your mind first and write it down. Then see what other responses you can think of. The possibilities will help me introduce five generic negotiating strategies, which will, in turn, lead us to a deeper look at your personality as a negotiation variable.

One reaction is to sit tight and do nothing, suspecting a trick or worrying that you might look like a fool running around a table in response to a stranger's offer. "I don't like to negotiate, so I don't do it unless I have to," you might say. This is the **avoiding** response favored by the Internet entrepreneur I mentioned above. Some people might say that avoiding a negotiation is a cop-out, not a bargaining strategy. But you do not have to look very far to notice that many important negotiations are marked by one side or the other studiously avoiding coming to the table. The North Koreans successfully avoided negotiating over their nuclear weapons programs for years—and built up bargaining leverage in the meantime. Presidential candidates in the United States who find themselves ahead in the polls frequently decline to negotiate when their opponents want to increase the number of presidential debates. In general, avoiding is a good strategy when you are happy with the status quo—but it may not be the best approach to the table problem.

Perhaps the most obvious response is to offer the person sitting opposite you five hundred dollars if he or she will race around and stand behind your chair. This is the **compromise** solution. Each person agrees to share the gains equally between them. Compromise is a simple, fair, fast strategy that resolves many negotiations amicably. But is it a good strategy for the table problem? You and your partner may arrive at a

quick agreement to split the money evenly, but which of you should run and who should sit? During the few seconds it takes to address this issue, other people are already racing around the table. There is no compromise solution to the question of which of you should run—so a simple compromise does not fully solve the problem. An additional strategy is needed.

That strategy is our third candidate—**accommodation**. You could get up and run behind your opposite's chair. If you do this in response to your partner's offer to split the money, you can refer to that promise as a bargaining standard in any subsequent negotiation over the money. But there may be no money to split. The people who implemented the 100 percent accommodating strategy took off as soon as they heard the stranger's offer and got to their partners' chairs before you did. But they face a problem, too. The lucky people who were the beneficiaries of the accommodating strategy now have a thousand dollars, and the people who ran have nothing. These helpful negotiators must trust the people for whom they earned the money to share it—without the benefit of a prior commitment about how it will be shared. And remember—everyone at the table is a stranger who never expects to see their counterpart again.

The fourth response embodies the **competitive** strategy. The idea here is to obtain the entire thousand dollars as well as the power to decide how it will be shared. One way might be to offer to split the money fifty-fifty and then later refuse to do so—to renege on your promise. That would obviously be unethical, but some people might do it. An even more aggressive stance would be to lie and say you have a broken leg so you can't move, begging your partner to run as quickly as possible. Are all competitive strategies as ethically dubious as these two? No. In the pages ahead we will see examples of many competitive strategies that are perfectly ethical under any system of morals. But the table problem is not structured well for a strategy that is both ethical and competitive. Moreover, this strategy, like the compromise approach, may take too long to implement.

The final strategy is the most imaginative, given the terms of the offer. You get out of your chair, start running, and scream, “Let's both get behind each other's chairs! We can each make a thousand dollars!” This can work—if you are quick enough. This is the **collaborative** or **problem-solving** strategy. Instead of trying to figure out how to divide one thousand dollars two ways, the person using this approach has the insight to see that there is a way for *both parties* to get a thousand dollars out of the situation.

The collaborative strategy is often the hardest to implement. It seeks to discover the underlying problem through good analysis and candid disclosure of interests, find the most elegant solution by brainstorming many options, and resolve tough issues using fair standards. In many ways, it represents an ideal. As we shall see, problem-solving strategies are especially useful in complex negotiations, such as those faced by international diplomats or corporate negotiators doing mergers or acquisitions. They can also play a useful role in family negotiations, where it is vitally important to avoid having “winners” and “losers.” But many obstacles stand in the way of collaborative approaches, such as lack of trust between the parties, greed, personality, cultural differences, and simple lack of imagination.

How many of these strategies did you think of? And, just as important, which of the five would you feel most comfortable and natural implementing? We can now use our knowledge of these five strategies to probe your personal inclinations and styles as a negotiator.

In appendix A, I have provided you with the self-assessment test we give our participants at Wharton’s negotiation training programs to help them determine their preferred bargaining styles. It takes only about ten minutes to complete and score, so I recommend that you turn to appendix A and complete your Bargaining Styles Assessment either now or after you have read this chapter. I will be referring to different moves that might be appropriate to more cooperative or more competitive people throughout the book, and these situational recommendations will be more useful to you if you have an idea of your own personality. Eventually, if you want to learn more about the various styles and how they interact with one another, appendix A also provides a longer essay on these topics, for further study.

Your personal bargaining styles are nothing more (or less) than your inclination or predisposition to make certain moves when you are negotiating. They are not cast in stone. Everyone negotiates differently with different people and in different situations. But your personality forms the baseline from which you make adjustments in your behavior. If you are highly competitive, then it takes little adjustment to handle a competitive counterpart or situation. If you are not competitive at all, that same person or situation will require you to plan out every move.

These inclinations can come from many sources—childhood, family, early professional experiences, mentors, ethical systems or beliefs, and so on. And your inclinations can change over time as your knowledge of negotiation grows and you gain more confidence in a wider range of

skills. But I believe that we probably have some core personality traits that make radical changes in our bargaining preferences unlikely.

For example, I was raised by two loving parents who were very strongly inclined to avoid interpersonal confrontations between themselves and with their three children (my two sisters and me). On the Bargaining Styles Assessment, they each would have scored very high in the “avoiding” category. This rubbed off on me more or less permanently. To this day, I automatically try to deflect conflict in my interactions with others, although I have become much more capable of handling conflict through a lifetime of professional and personal experiences. My diplomatic trait is just part of the bargaining personality I bring with me to negotiation interactions. I have other instincts that come into play in different situations and with different people, but my diplomatic trait is never far from the surface.

Each style or combination of styles brings a set of associated aptitudes with it. Someone dominated by a strong inclination to compete has a tendency to see more quickly than others how leverage can be gained in a given situation. And a competitive negotiator derives more satisfaction from getting a great price in a haggling situation than do people who are only weakly inclined to measure their success in these terms. Competitively oriented people also see a bit more vividly the potential for using an aggressive approach more often than will the rest of us.

People who are strongly inclined to accommodate will have tendencies to defer to other people’s needs, even when there are conflicts of interest. They will be more likely to focus on the interpersonal relationship aspects of interactions.

A person dominated by a preference for compromising will often seek simple, fair methods of quickly reaching agreement. He or she will suggest taking turns or splitting the difference to resolve negotiation differences more often and sooner in the process than will people who lack this inclination.

And, finally, people who bring to the table very strong inclinations to collaborate will find themselves facilitating the process, asking lots of questions, and developing different ways of looking at the issues to meet as many needs as possible—including their own. They will enjoy complex, prolonged negotiations in a way that someone predominantly inclined toward simple compromises will not.

The Bargaining Styles Assessment is a good place to start in understanding your styles, but it is only one data point in your quest to learn about yourself as a negotiator. As you read about different negotiations in

this book and encounter various situations in your life, note which experiences you enjoy and which ones cause you stress. Those that feel good are the ones for which you have natural aptitudes. Build on the insights you gain from these experiences, and, in the words of the Danish folk saying that introduced this chapter, "bake with the flour you have."

Cooperative versus Competitive Styles

Beneath the five personal inclinations discussed above reside two even more basic types: cooperative and competitive. Although scholars use different personality labels in different studies, research on the personality variable in negotiation has largely centered around these two basic categories. Depending on the situation, each style can be effective and each exposes its possessor to certain dangers. In the conclusion, I give some specific advice on how to compensate for the weaknesses inherent in each approach.

Many researchers have wondered whether people are, in general, more competitive or cooperative in their basic orientation toward bargaining. The stereotypical negotiator depicted in the movies is a competitive person who is adept at using hardball tactics such as ultimatums, walk-outs, public posturing, and table pounding. This is not surprising, given filmmakers' needs for drama, but it is not an accurate reflection of how skilled professional negotiators actually behave.

Two studies of negotiator behavior reveal a more complex and accurate profile of how professionals conduct themselves at the bargaining table. The first profiled American lawyers; the second looked at English labor negotiators and contract managers.

The study of American lawyer-negotiators was conducted by Professor Gerald R. Williams. It revealed that roughly 65 percent of a sample of attorneys from two major US cities exhibited a consistently cooperative style of negotiation, whereas only 24 percent were competitive in their orientation (11 percent defied categorization using these two labels). Roughly half of the attorneys sampled were rated as "effective" negotiators by their peers. Most interesting, more than 75 percent of the "effective" group were cooperative types and only 12 percent were competitive. The remaining effective negotiators came from the pool of mixed strategy negotiators.

The second study, which will be further discussed in chapters 5 and 8, was conducted over a period of nine years by Neil Rackham and John

Carlisle in England. Rackham and Carlisle observed the behavior of forty-nine professional labor and contract negotiators in real transactions. The most effective of these professionals displayed distinctly cooperative traits.

For example, the study examined the use of what the researchers called “irritators” at the negotiating table. Irritators are such things as self-serving descriptions of one’s offer, gratuitous insults, and direct attacks on the other side’s proposal—typical competitive tactics. The average negotiator used 10.8 irritators per hour of negotiating time; the more skilled negotiators used an average of only 2.3 irritators per hour.

In addition, skilled negotiators avoided what the researchers called defend/attack spirals, cycles of emotion-laden comments assigning blame or disclaiming fault. Only 1.9 percent of the skilled negotiators’ comments at the table fell into this category, whereas the average negotiators triggered or gave momentum to defend/attack spirals with 6.3 percent of their comments. The profile of the effective negotiator that emerges from this study reflects a distinct set of cooperative, as opposed to stereotypically competitive, traits.

The conclusion from both studies? Contrary to popular belief, cooperative people have excellent potential to become highly skilled negotiators.

➤ Gender and Culture ➤

Bargaining styles derive not only from personality but also from two core aspects of our social identities: gender and culture. These two topics are controversial because intelligent discussion can rapidly slip into destructive (and misleading) stereotypes. But negotiation researchers have explored these variables in depth, so they are well worth addressing.

GENDER DIFFERENCES IN NEGOTIATION

Do men and women negotiate differently? Perhaps. But the differences, when they exist, seem to stem as much from our stubborn beliefs—and anxieties—regarding gender stereotypes as from genetic distinctions between the sexes. Given the persistence of gender discrimination in pay, promotions, and many other aspects of professional life, there is little doubt that women need to bring an especially high level of negotiation skill to the table. But how to do so effectively is a challenge for each individual.

We start with a social science debate. Georgetown University linguistics professor Deborah Tannen argues that the two sexes have their own distinctive styles of communication. In her popular books *You Just Don't Understand: Men and Women in Conversation* and *Talking from 9 to 5: Women and Men at Work*, she argues that men tend to be more assertive, more likely to interrupt their counterpart, and more oriented toward affirming their status. Women, meanwhile, seem to pay greater attention to emotional signals and are more careful about taking turns when speaking. Her thesis: these gender-defined differences explain why communication between the sexes is especially troublesome.

But University of Wisconsin professor Janet Shibley Hyde thinks these findings are misleading. She conducted a comprehensive meta-analysis of forty-six large-scale studies on gender differences that revealed more evidence supporting gender *similarities* than differences, even in such stereotyped behaviors as talkativeness, aggressive verbal attacks, and self-disclosure. In contrast with Tannen, Hyde found little evidence that men and women have more difficulty conducting conversations with one another than they do with members of their own sex. Finally, even when there are statistical differences in the data regarding female versus male communication behavior, these differences are very small.

Professor Hyde's conclusion: when it comes to the communication behaviors that are part of effective negotiation, the sexes are equal. But because popular culture keeps stoking the myth that women are different in their listening and empathy skills, women are punished much more than men when they behave in ways that appear uncaring or autocratic. As Hyde put it, "The persistence of the stereotype of women as nurturers leads to serious costs for women who violate this stereotype in the workplace."

Now on to negotiation. There is empirical evidence that women choose to negotiate salary and promotion issues less often than do men. In a study conducted at Carnegie Mellon University's business school, Professor Linda Babcock discovered that the difference between the starting salaries women MBA graduates were getting and the salaries men were offered (roughly a \$4,000 difference in favor of the men) could be accounted for by the fact that 57 percent of the men asked for more money after receiving an initial offer, whereas only 7 percent of women asked for more. Those who negotiated—both women and men—received an average of \$4,053 more than those who did not. Babcock's research, summarized in her book *Women Don't Ask*, confirms this tendency across a number of studies.

The experience of one of my students, Marci, vividly illustrates Babcock's findings. Prior to starting her MBA studies, Marci worked for a midsized computer services firm and was the only female in her unit. Consistent with Babcock's research, Marci had not negotiated her offer when she received it from her new employer. In fact, she was simply delighted to get the job. After a couple of years of exemplary work, she became responsible for business representing 30 percent of the company's revenue—while two better-paid male counterparts who started work with her were handling projects worth only 1 percent of revenues each. She thought she deserved a raise.

Her method of introducing the raise issue was indirect, however. She went to her boss and requested a performance review. "I thought it was a great way to get my superiors to notice my success without blowing my own horn," she told our class. "I did not want to appear pushy." Her tactic did not work. The boss could not find time for the review.

At length, Marci took a deep breath and went to the president of the company. She asked for a 20 percent raise, arguing that her male co-workers were getting 20 percent more pay but managing fewer people and projects. Thus, a 20 percent raise was "fair." This, too, failed. As she described it, "I kept repeating, 'This is not fair.' In retrospect, fairness required even more than a 20 percent salary increase based on my contribution, but I was not confident enough to ask. No doubt, this insecurity shined forth." In addition, as she put it, "given that I was working such late hours, seemed so committed to my position, and appeared to have no inclination to look for another job, there was no urgent necessity to listen to me."

In the end, Marci got her raise—just in time for her to turn it down. When the company discovered that she had been accepted into an MBA program and intended to go, it offered her a 35 percent raise. But by that time Marci was already out the door. As she told her fellow students, "Being afraid to ask is the most self-defeating trait a woman can have. Don't be afraid to look pushy."

Note Marci's last comment, which I think captures the actual problem some women have at the bargaining table. The data suggests that women behave, on average, somewhat more cooperatively than men. But consistent with Hyde's research, this cooperative approach is not based on genetic traits. Instead, it seems to be motivated by anxiety about what gender researchers call social "backlash." Backlash is the condemnation bestowed on women who violate the female "nurturing" stereotype.

I think there is a self-fulfilling prophecy at work. A woman negotiator

assumes that the other party holds stereotyped beliefs about women being cooperative; she dials down her intuitive, assertive impulses in an effort to avoid being judged as "too pushy"; the other party then experiences her as distinctly "nice" when others would be more competitive—creating the impression that she is satisfied with the offer on the table and reinforcing the stereotype that women are cooperative.

To add to the complexity of this situation, women who attempt to break out of this cycle can easily overcompensate, acting so aggressively they trigger hostile reactions that go beyond mere backlash. Either way, anxiety over stereotypes distorts perceptions and gets in the way of skilled negotiation behavior.

What is a negotiator to do if gender-based stereotypes are getting in the way? Below are four suggestions you may find useful.

Move beyond stereotypes in your own personal development agenda. If you think you are a weak negotiator *because you are a woman*, or are poor at reading emotional signals *because you are a man*, then the road to greater personal effectiveness needs to start by questioning these stereotypes. Your beliefs, not your genes, are standing in your way.

Recall Professor Hyde's research: men and women are essentially equal when it comes to interpersonal communication skills. You may need to work on being more effectively assertive in negotiation because you have an agreeable personality. But your gender will not define the limits of your capabilities.

Negotiate as an advocate for others. Here is a striking finding from negotiation research: both sexes perform equally well in experiments *when subjects are told to negotiate as agents on behalf of others such as clients, families, and firms rather than on their own behalf.* Women who might fear backlash when negotiating for their own salaries seem to have no trouble when advocating for others' needs. This shift in perspective elicits a professional mind-set that reduces anxiety and increases confidence. My advice: bring that professional mind-set to all your negotiations. When negotiating for a raise, think of yourself as advocating for your family or your future retired self, all of whom need financial security.

When you think your counterpart is gender biased, pause before you act. Don't leap to conclusions about others' possible bias. It is easy to misinterpret others' motives and mind-sets. A female attorney working for a prestigious New York law firm once accompanied the male CEO of a major client to Latin America to negotiate a complex deal. Soon after they arrived, the head of the prospective Latin American partner suggested that he and the CEO go off together to discuss business—while his wife

and the lawyer go shopping. The lawyer was outraged, assuming this to be a blatant example of gender bias. Before voicing her objections, however, she called a legal colleague back in New York, who told her that he, too, had been excluded from preliminary talks during his last negotiation in that country. The Latin American executive was just looking for a diplomatic way to get her out of the picture *as a lawyer*, not as a woman. The shopping trip idea was in poor taste, the colleague suggested, but there was no role for lawyers in the early stages of business negotiations. Had the attorney insisted on participating, she could have soured the deal and injured her credibility.

To preempt potential bias, mention a nonstereotyped interest or activity. Your job as a negotiator is to get deals done, not reform your counterpart. If the other side is likely to have stereotyped perceptions of you, show them you do not fit the mold. A woman who was head of mergers and acquisitions for a major pharmaceutical company reported to our class that she used her nontraditional background to break through gender stereotypes. She was born in Poland but moved to Israel as a child. "Before a negotiation," she explained, "I always find a way to make it known that I was once an Israeli military officer." That information tended to counteract any stereotypical assumptions her counterparts might bring to the table about her gender.

A WORLD OF DIFFERENT CULTURES

If gender can complicate the negotiation process, cross-cultural issues can lead to disaster if they are mishandled. In doing global deals, sensitivity to issues of language, customs, social expectations, and religion can mean the difference between a successful long-term business relationship and a short-lived, unprofitable transaction.

Consider the following examples:

A British CEO once told me about his first negotiation in Lebanon. He started the negotiation well, but every time he made a concession, the other parties escalated rather than reduced their demands. After several rounds of this over a couple of months, he quit, telling his counterparts that he was thoroughly disgusted with their tactics and that he wanted nothing to do with them. A few days later, they called, saying that they now had "serious" proposals to put to him. By this time, he had begun working with another partner and rejected the overture. A week later, they called again, making several concessions they had previously said were absolutely impossible. He reiterated that it was too late and

that he had moved on. At this point in his story, he looked at me ruefully. “I later learned that walking away from the table is a very common way to show you are serious about your demands in that part of the world. If I had walked out two months sooner, they would have behaved better and I probably could have closed the deal.”

An executive for a multinational oil company told our negotiation workshop participants that his firm had lost a major joint venture opportunity with the government of Iran because of a single PowerPoint slide in their initial presentation to Iranian officials. The slide depicted a standard map of Iran and its surrounding regions. The map had been added to the presentation early in the preparation process, and nobody reviewed it before the big day when the pitch was made. As soon as the map appeared on the screen, the executive told me, the audience became stone faced and hostile. The deal died then and there. When the team reviewed the presentation later, they immediately saw their error: the body of water south of Iran was labeled on the map as the Arabian Sea, not the Persian Gulf. The Iranian people are highly sensitive to this designation, which reflects the fact that ancient Iran was once called Persia and dominated the region. Mislabeled this was, from the Iranian point of view, like pitching a US company using a map that showed Texas to be part of Mexico. A trustworthy commercial partner would not make this sort of mistake.

Culture can also affect decisions about who should participate in a negotiation. For example, different cultures have different sensitivities regarding the status of people at the bargaining table. Some formal cultures require participation by people of precisely equal rank. Other less formal cultures use functional knowledge and decision authority as criteria for picking negotiators. Misunderstanding such differences can lead to serious breakdowns.

Culture presents a minefield of stylistic differences in negotiation. I will be referring to a variety of different cultural practices throughout the book, especially in the chapters dealing with relationships, exchanging information, and making opening offers. For now, I want to flag two important points.

First, cultural issues in business negotiations usually have more to do with form than substance. That is, they increase the risks of misunderstandings, but the money, control, and deliverables in a deal are still likely to be the most important issues on the table. Advice: do your homework on the culture in question, hire skilled interpreters, and use cultural liaisons to help you avoid cross-cultural mistakes.

Second, the single most important difference in cross-cultural negotiations—other than the obvious problems of language and custom—is the way the parties perceive the relationship factor. North Americans and northern Europeans tend to focus more quickly on the transactional aspects of the deal, whereas many negotiators elsewhere focus more intently on relational aspects. As a Japanese MBA student of mine once put it, “Japanese people tend to think of negotiation as a process leading up to an ‘arranged marriage.’ And they behave as if they really are in such a situation.” If you want to be successful negotiating in a relationship culture, be patient and realize that the contract (if one comes) is just one part of a much bigger picture.

➤ Beyond Styles—to Effectiveness ➤

People bring many personal differences to the bargaining table, but the overriding goal remains constant: getting a fair deal. Your challenge is to become as effective as possible using your unique combination of background traits and aptitudes. Many attributes go into making a skillful negotiator, including such things as having a good memory, being “quick” verbally, and handling stress well. But effectiveness is as much a matter of *attitude* as it is of ability. The best negotiators, regardless of style, gender, or culture, exhibit four key habits that reliably improve their negotiation results. They are:

- A willingness to prepare
- High expectations
- The patience to listen
- A commitment to personal integrity

These practices will serve as themes throughout the book. Let’s look briefly at each of them.

A WILLINGNESS TO PREPARE

Research studies on negotiation have repeatedly confirmed the importance of preparation. For example, a colleague and I were once testing an online negotiations system. We gave the same four-issue, buy-sell exercise to several hundred MBA students. We instructed half of our subjects to read the case and negotiate whenever they thought they were

ready—some face-to-face, others using our online messaging system. The students usually took about ten to fifteen minutes to prepare; then they negotiated.

We required the other half of the students to go through a structured, computer-assisted preparation process that usually took about thirty minutes. Some of these students then negotiated the exercise online while others bargained face-to-face.

We were surprised by the results. Our fancy online platform for negotiation did not matter much. But the preparation process did. The students who used the formal preparation system reached better agreements in both the face-to-face and the online conditions—not just for themselves, but for both sides.

HIGH EXPECTATIONS

Research on negotiation reveals a striking fact: people who expect more generally get more. I will discuss the best way to set negotiation goals in chapter 2. To acquire high expectations, you must combine specific goal setting with a personal commitment to performance. Expectations come from your belief that your goal is achievable. In addition, expectations are informed by unstated, sometimes unconscious attitudes about what is fair and reasonable.

To improve your negotiation results, you need to get into the habit of thinking carefully about the full range of “fair and reasonable” outcomes for a given problem, then developing an expectation that you should achieve results in the high end of that range. You can always tell, when a negotiation is over, where your expectations were really set. If you feel genuine disappointment that you fell below a certain level, that level was your expectation. If you feel satisfied, then you met or exceeded your expectation. The goal of an effective negotiator is to have expectations that are high enough to present a challenge but realistic enough to promote good working relationships.

THE PATIENCE TO LISTEN

It is hard to overstate the importance of listening skills in negotiation. Information is power, and good listening enables you to get more information.

If having high expectations is sometimes a problem for cooperative people, listening requires special effort for competitive types. Aggressive

bargainers spend most of their time at the table either talking about what they want or thinking of something clever to say next that will put the other side on the defensive. As we shall see, the best negotiators follow a different practice: they ask questions, test for understanding, summarize discussions, and listen, listen, listen.

A COMMITMENT TO PERSONAL INTEGRITY

Effective negotiators are reliable. They keep their promises, avoid lying, and do not raise hopes they have no intention of fulfilling.

The research on this is clear. Skilled negotiators prize their reputations for straightforward dealing very highly. That makes sense. Given a choice, would you want to do business with someone you could trust or someone who might be trying to cheat you?

This sounds good, but does it really pay to be honest in bargaining? After all, most people do not candidly disclose all their information in a negotiation. Does personal integrity require you to reveal your bargaining position? What if the other side fails to ask an important question? Do you have a duty to volunteer an answer? Finally, can you exaggerate the attractiveness of your own alternatives and downplay the other side's current offer, regardless of your true feelings?

I will address these issues in depth in chapter 12. For now, I will simply say that it depends. Integrity in bargaining is more than a set of rules. It is, like high expectations, an attitude. Relationships, social norms, culture, and bargaining etiquette all make a difference. Therefore, when I speak of a commitment to personal integrity in negotiation, I mean that effective negotiators can be counted on to negotiate consistently, using a thoughtful set of personal values that they could, if necessary, explain and defend to others. This approach obviously leaves a lot of room for individual interpretation about what is right and wrong. But such differences are an inevitable part of human interaction. The main thing is to place the highest priority on your reputation and your word. Be reliable.

← From Manhattan to Mount Meru →

As we conclude this chapter, let's look again at the two deals described at the beginning. We left each story as the parties began to share information with each other.

Jovanovich's symbolic gift-giving gesture sent a clear message to Smith

that Jovanovich wanted to make the deal happen. Smith gracefully accepted both the watch and the tacit admission that he had most of the bargaining leverage. The initial meeting between the two men and their advisers went on into the night. Building on the rapport established by Jovanovich's opening moves, and fueled by careful listening, progress was rapid. Jovanovich's and Smith's problem-solving styles matched well. Within days, they created an outline of a merger agreement to create a new company: Harcourt General Inc.

Back in the shadow of Mount Meru, the two farmers and their bargaining teams went back and forth all day. Eventually, one of the elders proposed dividing the disputed land along a prominent footpath that formed a natural boundary. The farmers huddled with their bargaining teams. The social pressure for an agreement intensified.

The farmer whose son had been beaten then stepped into the center of the circle. "For the sake of friendship," he said, he would offer the gift of a small goat to his neighbor. He added that he would also help pay for his neighbor's broken irrigation gate and abide by the new boundary.

The owner of the damaged gate then replied that he would make a gift of "some beer" to his neighbor. He, too, would honor the new arrangement. They had a deal. These public declarations and a ritual feast that followed served to commit the parties to their agreement. Everyone in the community would remember the agreement and help enforce it if necessary.

→ Summary →

All negotiations begin with you. The First Foundation of Effective Negotiation is therefore your bargaining personality—a complex mix of your genes, family, gender, culture, and experience that defines the ways you communicate most confidently when you face a negotiation. Your success depends on candidly assessing your strengths and weaknesses against a given counterpart in each different situation.

Some people have wide "bandwidths" when it comes to bargaining. They can easily adapt to many different situations and opponents. Others are more limited in their range of effective action. They may be quite strong in situations requiring competitive instincts but weak when it comes to accommodation or compromise. Or they may be strong in cooperative skills and weak if the situation calls for hardball tactics.

Many negotiation experts try to teach people a single, all-purpose

system of bargaining moves. I do not believe this is either helpful or realistic. People and situations are too varied for such mechanical advice to work.

Rather, your job as a negotiator is to begin by knowing yourself and then plan your path through negotiation's four steps. At each stage, try your best to follow the best practices of highly effective negotiators by preparing, forming high expectations, listening to the other party, and acting with integrity throughout the process.

Information-Based Bargaining proceeds from the assumption that you will get better results for yourself and achieve more for others who depend on you by tirelessly searching for key information about the parties and the situation. Your success then turns on using this information skillfully as bargaining goes forward.

Now that we have examined the issue of personal styles, let's look at what you hope to achieve in negotiation. It is time to explore the Second Foundation, your goals and expectations.

► YOUR BARGAINING STYLES: ► A CHECKLIST

- ✓ Understand your bargaining instincts, including how family, gender, and culture have shaped your preferred styles.
- ✓ Acquire a willingness to prepare.
- ✓ Set high expectations.
- ✓ Have the patience to listen.
- ✓ Make a commitment to personal integrity.