

Artfully sets out all the fundamentals in an enjoyable and educational read.

GERALD SCHWARTZ, *President & CEO, Onex Corporation*

The SEVEN
STRATEGIES
of MASTER
NEGOTIATORS

.....

Featuring real-life insights from
Canada's top negotiators



Dr. Brad
McRae

An insightful book ... If you want to know what is needed to win, read this carefully.

-- Michael Sabia
President, Bell Canada Enterprises

... tremendous insight on negotiating ... an informative guide to improving this essential skill.

-- David Rathbun
Chief Human Resources Officer, Aliant Inc.

Enjoyable reading ... This book can make your negotiations enjoyable too.

-- Paul Tellier
President & CEO, Canadian National Railroad

Whether negotiating a multi-million dollar contract, terms with a new supplier, a raise with the boss, or your child's allowance, everyone finds themselves striking partnerships and "making deals" on a daily basis.

In *The Seven Strategies of Master Negotiators* author **Brad McRae** interviews 21 of Canada's top negotiators to gain insight into their negotiating secrets. Combined with his own experience teaching thousands of people to negotiate, he presents the seven key strategies that can make you a Master Negotiator.

McRae's interviews with high-profile Canadians from various backgrounds and disciplines demonstrate these skills in action. Discover how:

- Isadore Sharp made the Four Seasons synonymous with luxury business travel throughout the world
- Major-General Lewis MacKenzie re-opened the Sarajevo Airport to bring supplies to war-torn Bosnia
- Janet Connors succeeded in her fight to bring compensation to those secondarily infected with HIV through tainted blood
- Buzz Hargrove reached agreements with the Big Three auto manufacturers without resorting to strikes
- Frank King brought the Winter Olympics to Calgary in 1988 with a \$46 million dollar surplus, and

This entertaining and insightful book gives you everything you need to join the ranks of the Master Negotiators.

Dr. Brad McRae holds a doctoral degree in counselling psychology from the University of British Columbia and was trained in negotiating and influencing at the Harvard Project on Negotiation. He has been teaching negotiating for the past 16 years in both the private and public sectors on a worldwide basis. Currently on the faculty at St. Mary's University, he is also president of McRae & Associates Inc.

\$24.99

Business/Self Help
ISBN: 0-07-089887-1

<http://www.mcgrawhill.ca>

TABLE OF CONTENTS

Preface

Introduction: Setting the Stage

Organization of The Seven Strategies of Master Negotiators

Ruth Goldbloom and Pier 21

Paul Tellier and the Canadian National Railroad

Frank McKenna and the Province of New Brunswick

The Seven Strategies of Master Negotiators

Strategy 1: Build the Future with Optimal Solutions

Seven Examples of Creative Solutions

Thinking Outside the Box

Turn Your Vision into a Compelling Advantage

Strategy 2: Come to the Table Incredibly Well-Prepared

Surface and Validate Assumptions

Be Realistic

Develop and Use Concrete Examples

Have the Best BATNA

Be Prepared, but Flexible

Expect the Unexpected

Use Role Play

Use Objective Criteria

Determine Your Leverage

Write Down Possible Trade Offs

Strategy 3: Create and Claim Maximum Value

Step 1: Identify Interests

Step 2: Search for and Identify Common Ground

Step 3: Agree on a Procedure for Data Collection

Step 4: Develop Creative Options

Step 5: Take a Break from the Table

Step 6: Do a Pros and Cons Analysis, then Maximize the Pros

Step 7: Develop a Culture that Recognizes and Rewards Innovation

Strategy 4: Understand Negotiating Styles

Your Negotiating Style

Your Partner's Negotiation Style

Effectiveness of Various Styles and Combinations

Identifying and Controlling Your Shadow Style

Identifying People who Disguise their Style

Inclusiveness

Using Multiple Skills Simultaneously

Strategy 5: Master the Negotiation Process

Three Types of Outcomes

Choice Points

Three Stages of the Negotiation Process

Twelve Guidelines to Improve the Negotiation Process

Strategy 6: Build Strategic Alliances

Janet Conners: Alliances to Overcome Insurmountable Obstacles
Strategic Alliances are Critical to Business Success

Strategy 7: Become a Life-Long Learner

Lessons of Experience: How Master Negotiators Learn Their Skills
Stella Campbell and the School Board
Six Critical Techniques for Life-Long Learners

Conclusion: Be Vigilant for Opportunities

The Power of Determination

The Who's Who of Master Negotiators

Resources from the Masters: An Annotated Bibliography

Index

Introduction: Setting the Stage

For the past 16 years, I have been teaching thousands of people from all walks of life to negotiate more effectively. During that time, I have emphasized repeatedly that negotiation is made up of a symphony of strategies and skills, and each skill and strategy directly contributes to the overall success of the negotiation. During the research and writing of this book and through interviewing Master Negotiators, I have found that this expression is even more valid than I had originally thought. Over and over again, I have seen Master Negotiators use the right strategy and the right tool, in the right way, and at the right time. The Master Negotiators that I studied also had the flexibility to change the strategies and skills that they used in relation to the fluidity of the negotiation process. It does not matter if you are negotiating a merger on behalf of a major organization, fundraising, advocating for social justice or talking to your teenage son or daughter about how loud he or she plays their music. We all negotiate and we negotiate all of the time.

Organization of *The Seven Strategies of Master Negotiators*

The purpose of this book is to help the reader develop the skills and strategies used by the Master Negotiators I studied. The Seven Strategies are:

1. Build the Future with Creative Solutions
2. Come to the Table Incredibly Well-Prepared
3. Create and Claim Maximum Value
4. Understand Negotiating Styles
5. Manage the Negotiation Process
6. Build Strategic Alliances
7. Become a Life-Long Learner

All totaled, I conducted interviews with 21 Canadian Master Negotiators. There were four criteria that I used in selecting the Master Negotiators to be interviewed:

1. they had to make Canada or the world a better place;

2. they had to have predominately used their negotiating and influencing skills to have done so;
3. they had to have a proven track record; and
4. the types of people interviewed had to be from as diverse backgrounds as possible.

Although the Master Negotiators I interviewed all had distinct personalities, one thing they had in common was their expert use of the Seven Strategies. Short biographies on each of the 21 Master Negotiators I interviewed appear in The Who's Who of Master Negotiators at the back of this book.

The Seven Strategies of Master Negotiators were derived from my experience teaching negotiating and influencing skills, from interviewing Master Negotiators, and from an extensive review of books and articles on negotiating and influencing skills. Each of the Seven Strategies is summarized at the end of this chapter and is explored in depth in subsequent sections of this book. In fact, the strategy numbering is reflected in the organization of the book, with each chapter representing a strategy. Each chapter also contains one or more challenging examples that demonstrate how each of the Seven Strategies can be applied. These examples invite you to watch some of the world's best negotiators as they develop creative solutions to interesting and challenging problems.

The examples, interviews and exercises cover a wide range of challenges from business, to peacekeeping, to community development. The ultimate goal of this book is for you to learn the skills and strategies necessary to develop more creative solutions to the problems you encounter both in your personal and professional life. Detailed exercises are included throughout the book. Completing the exercises and practising the skills will help you transfer your good intentions into action.

To introduce you to how the strategies are used, we will now turn to three interviews with Master Negotiators, one from the volunteer sector, one from the private sector and one from government. These are three very different people, from very different settings, but what they

have in common is their incredible levels of accomplishment. The interviews will be used to introduce and illustrate some of the strategies used by Master Negotiators.

Ruth Goldbloom and Pier 21

Pier 21 National Historic Site is a tribute to the immigrants who have passed through its doors and helped Canada develop into a diverse and strong nation. Between 1928 and 1971, over one million immigrants and 58,000 war brides entered Canada and close to half a million military personnel who served overseas during World War II passed through Pier 21 in Halifax, Nova Scotia. Pier 21 National Historic Site was named the Best New Attraction in Canada in 2001.

Ruth Goldbloom is the driving force behind the establishment of the Pier 21 National Historic Site. She is a grandmother of seven, a philanthropist, fundraiser, speaker extraordinaire and a role model for us all. Ruth was the president of the Pier 21 Historical Society from 1993 to 1999. During those six years she went to work at 7:30 every morning and came home between 5 and 7 every night. During her tenure, the Pier 21 Historical Society raised over \$9 million for the Pier 21 project. For her accomplishments she was awarded the Order of Canada in April, 2000.

By the time my interview with Ruth was over, I could see clearly why this woman was one of the most successful fundraisers in Canadian history. Like all Master Negotiators, she has a keen vision of precisely what needs to be done, and her vision is fuelled by her passion and enthusiasm. This charismatic leader has the ability to make people want to contribute and to bring out the greater good that is in us all.

B.M. What is your vision for Pier 21?

R.G. When I was invited to join the Pier 21 Society – this entryway – this gateway to Canada was a derelict, pigeon- and rat-infested building on the Halifax waterfront. Our vision was to turn it into a compellingly interactive tribute to the over one million people who immigrated to Canada and passed through its doors from 1928 to 1971. We wanted to turn it into something that would tell future generations

about the people, who in passing through its doors, had made such a tremendous impact on this country.

Pier 21 is Canada's Ellis Island. I have been to Ellis Island twice, and what we have done is so much more interactive: for example, we have a multimedia exhibit called "Oceans of Hope" and a "train" that [you] can take across Canada and discover what it was like to be an immigrant to this vast country. In fact, one in five Canadian families can claim an association with Pier 21.

The heartbeat of what we have done is to make the exhibition hall one of the most compelling and interactive historical sites in the world. *Le Devoir* has said that the only thing missing from Pier 21 is a large box of Kleenex. We had no idea we would touch a nerve across the country like we have and that Pier 21 would be declared a national historic site.

I did not get the sense that this dynamic woman was about to retire, but before I could ask her what her next project was, she enthusiastically told me that even though Pier 21 was up and running and was a phenomenal success, there were still a lot more things that needed to be done. For example, "We need funds so every school child of an appropriate age from across Atlantic Canada can spend a day at the site and see how our past has affected our present. We must also raise money to continue researching and videotaping the people who have gone though Pier 21. If we don't capture their stories now, they are gone forever."

Although Ruth is now past president of the Pier 21 Historical Society, she has become the principal spokesperson for Pier 21 and is a much sought-after speaker. Not only does she have a vision of what she wants to accomplish, but also she has learned to bring her message to her audience in a meaningful way.

B.M. How do you approach your audiences when speaking about Pier 21?

R.G. You know, for a country of immigrants, we often perceive the word "immigrant" negatively so I always ask my audience, "How many in the room are

immigrants?” Usually one or two hands go up. When I ask, “How many of your parents were immigrants?” usually eight to 10 hands go up. When I ask, “How many of your grandparents were immigrants?” 40 to 60 percent of the hands in the room go up.

I then startle my audience by saying that, “If today’s immigration rules applied in 1909, I wouldn’t be here today because under the current immigration laws, my family would not have qualified.

Ruth Goldbloom is, not surprisingly, a master at developing strategic alliances, one of the Seven Strategies demonstrated by many Master Negotiators. She knows foundations from coast to coast, and of course they know Ruth. She has received much support from all kinds of people: “I had a wonderful local and national advisory board [at Pier 21]; they wrote letters on their personal stationery and persuaded other powerful people they knew to join this worthy cause.”

B.M. Could you give me an example of an alliance that worked for you in Pier 21?

R.G. I made one phone call to the late Peter Bronfman. I said we needed his help and I had breakfast with him. Peter Bronfman said he wasn’t particularly good at fundraising but he would introduce me to Senator Trevor Eyton. Peter sent my information over to Senator Eyton and we met a few minutes later. Trevor read the material and said he couldn’t help because he was so busy on the boards of six companies and was involved in several other fundraising causes.

I didn’t say anything, but just looked at him and waited. Senator Eyton then said that his fall back position was that he would do it if Peter did it with him.

Ruth got two for one. Ruth also asked Martin Connell, who headed up the “Imagine Program” to join the Pier 21 Advisory Board. She said, “The Imagine Program asks that every corporation in Canada give 1 percent of their pre-tax dollars to the charity of their choice. He [Martin Connell] came on board and that made a tremendous difference. It’s like dropping a rock in a pond; it makes ripples.”

Each and every Master Negotiator I interviewed had both the passion and the commitment to move mountains in order to bring their dreams to fruition. I asked Ruth about her strong commitment to the Pier 21 National Historical Site. She simply said, “Each time I heard another story, I knew that what I was doing was right. We make a living by what we get, we make a life from what we give -- the rewards were all mine.” Ruth's ultimate goal was to leave the country with something that it didn't have before. In that goal, she has succeeded admirably.

Paul Tellier and the Canadian National Railroad

When **Paul Tellier** became the president and CEO of the Canadian National Railroad in October, 1992, he had two major strikes against him. Firstly, he had never worked in the railroad industry. Secondly, the organization for which he was at the helm was known as “a state-owned monster, and a heavily bureaucratic and money losing one at that.” So how did Paul turn CN into one of the most effective and efficient railroads in North America? Like Ruth Goldbloom, Paul Tellier has an incredibly strong vision, he was able to develop strategic alliances and he had the dedication, creative problem solving and negotiating skills to make it work.

Paul Tellier has an incredibly strong vision, he was able to develop strategic alliances and he had the dedication, creative problem solving and negotiating skills to make it work.
--

Paul Tellier

Significantly, as I began the interview with Paul, he told me that he had prepared by reading all of the background material that I had sent him, including the sample questions that I wanted to ask, and by making notes on the Sunday evening before the interview took place. In other words, he was well-prepared. The fact that Paul prepared for the interview tells us a great deal about the importance that Master Negotiators place on preparation. As the interview proceeded, I also learned that Paul, like all Master Teachers, always uses precise examples to illustrate his points. I also noticed how he put me at ease right from the start of our conversation. Although I had never spoken to him before, his focused, yet easygoing manner was like talking to a favourite neighbour across the back fence — only this favourite neighbour runs a \$5.4 billion a year company.

Paul Tellier's negotiating style is to be incredibly well-prepared, informative, insightful and personable as the following interview demonstrates.

B.M. Can you describe your negotiating style?

P.T. I believe in establishing a good rapport with the people across the table in order to know what kind of a person or persons they are. It is important to get to know their interests, if they have children or grandchildren, if they like sports, or their philosophy of work.

Secondly, and this is a point that cannot be overstated: You have to be prepared every which way about the people, the subject and your fallback position. I want to be sure that we will not be blindsided. Sometimes my colleagues think that I over prepare, but usually I have a dry run. Before walking into the room for the actual negotiation, I ask my colleagues to throw some curve balls at me. So in addition to developing rapport, it is essential to be thoroughly well-prepared.

Thirdly, I always try to put myself in the other party's shoes. You have to realize what you are asking them to accept from their point of view. For example, when we entered into the transaction to merge the Burlington Northern and Santa Fe Railroad and Canadian National, we had an important meeting with their board at their headquarters in Fort Worth, Texas. The issue we were talking about was establishing the headquarters for the combined railroad in Montreal [Quebec]. Now Montreal is a long way from Texas, and my accent is considerably different from theirs. So I had to put myself in their shoes. The Americans in general, and in the Southwest in particular, are very U.S.-centric.

B.M. Saying that the southwestern United States is very ethnocentric is probably a huge understatement. How did you approach them on such an incredibly sensitive issue?

P.T. I did it by saying to these people things such as we are not going to run this from Montreal, that the combined railroad would be a decentralized operation. I said that, "If it's not broken, we are not going to fix it," and that most of them would remain working right in the same building where they were currently working. I also suggested that the location of the head office is a legal term and that the head office could have six people in it or 6,000. In addition, I emphasized that the executive offices would be based in Chicago, which is about half-way between Fort Worth and Montreal. They soon started to become more comfortable with the idea.

The next point is to develop a win/win situation for all parties. For instance, when we bought Illinois Central Railroad, I asked their president to be CN's COO [Chief Operating Officer] and I invited their chairman to join our board. When we shook hands, there were no hard feelings. Both sides felt that they got a good deal for their shareholders. Today when we joke, I tell him that we still paid too much.

The last point I wrote down in preparing for this conversation is that you need a firm bottom line while showing the greatest possible flexibility. For example, we just bought Illinois Central Railroad. I often said that the price we would pay would start with a 3. That is we would pay \$30 something, but not \$40 per share. I never use the phrase; "I am drawing a line in the sand." We ended up paying \$39. When we bought Wisconsin Central, I added another 15¢ per share to the offer, and that 15¢ meant a lot to them. It's important to show some flexibility and try to arrive at a *quid pro quo* and give the other guy what he wants without sacrificing our bottom line. In other words, one of my guiding principles as a negotiator is that it is better to leave the last quarter on the table and never ever underestimate the importance of goodwill.

B.M. What is your vision of CN in particular and your vision for railroad transportation in the future?

P.T. Our vision is to become the best transportation company in North America. No matter what ratio, operating ratio or whatever way you look at, we are a country mile ahead of every one else and have done so for the past 12 consecutive quarters. And that's not good enough. We want to be in the top niche all by ourselves. To use a sport analogy, the Chicago Bulls, thanks to Michael Jordan and others, were in a class all by themselves. To become a dynasty like that, they had to play the game at a different level than all the others. We want to be the Chicago Bulls of the North American railroad industry.

B.M. What is your vision for the railroad industry for Canada?

P.T. I wouldn't say for Canada alone because there has been a tremendous consolidation. There are now six of us, four in the U.S., with two east of the Mississippi and two west of the Mississippi, and two in Canada. Eventually in the years ahead we will move to either two networks or two companies. Therefore, what is important to Canadians is to ensure that we are the backbone of the transportation industry in both countries. Consequently, it is essential that Canadian shippers have access to a highly competitive transportation mode; that's why we want to provide them with a low cost structure, low rates and efficient service. So no matter if you are shipping coal, wheat, forest products or cars, it is important that [you] can rely on an efficient railroad.

B.M. What is your approach to life-long learning?

P.T. I am fascinated by the subject of leadership. I am always reading books on leadership. I have been going to [the] Davos, Switzerland Economic Forum for a number of years and my prime focus is on leadership. I also try to meet and talk with as many leaders as I can. For example, I am a great fan of Jack Welchⁱ and

have been able to get to know him personally. We have also instituted a strong leadership program at CN, where we look at what leaders do, how they provide leadership and how we review our leadership. For me, learning is the most interesting thing in life.

The interview with Paul Tellier clearly shows the emphasis that he places on coming to the negotiating table impeccably well-prepared and his use of creative problem solving to develop optimal solutions. One of the remarkable things I noticed, in addition to the fact that all Master Negotiators use the Seven Strategies, is the vision and passion they bring to everything they do. For example, if Ruth Goldbloom's vision was to bring Pier 21 to fruition, and Paul Tellier's vision is for CN to be the Chicago Bulls of the North American Railroads, then Frank McKenna's vision was to transform a province.

Frank McKenna and the Province of New Brunswick

Frank McKenna was the premier of New Brunswick from 1987 to 1997. During that time, he worked tirelessly on changing the image New Brunswickers had of themselves and of their province. Before Frank, New Brunswick was viewed as a backward, have-not province, dependent on its natural resources, the Irving empire and transfer payments. In his time as premier, Frank would work to develop a vision of a “self-sufficient province powered by a state-of-the-art telecommunications industry that would capitalize on New Brunswick's bilingual workforce.”ⁱⁱ His vision was backed by negotiation after negotiation — no matter how big or how small — with businesses in Canada and around the world to bring jobs to New Brunswick.

One result of his efforts was that New Brunswick became the call centre capital of Canada. By the summer of 1999, over 8,000 jobs had been created in New Brunswick in over 55 call centres. However, few people know the full extent of Frank McKenna's commitment to creating jobs in his home province. The following story demonstrates this commitment to creative solutions.

Campobello Island, New Brunswick is located off the coast of Maine. It is most famous for being the summer residence of Franklin Delano Roosevelt. The island is linked to Maine by a 100-metre bridge. The residents of Campobello Island wanted to have a grocery store on their island but there were two major obstacles. Firstly, there were not enough residents on the island to support a store, and secondly, there were not enough funds among the stakeholders to pay for the construction of a store.

CO-OP Atlantic was interested in establishing a CO-OP store on the island. Since there were not enough residents on the island to support a store, the only option was to sign up enough prospective customers across the bridge on the American side. Two hundred American families signed on along with the 300 families from Campobello Island who signed up; that was a large enough population base to support a store. However, the negotiations had reached an impasse on funding for construction of the store. On the last day of the negotiations, Premier McKenna dropped in to see if he could help to further the negotiations. He pushed for the jobs and the sale of New Brunswick products, for concessions from all of the stakeholders, and secured grant monies from the provincial and federal governments. As a result, a store, a pharmacy and a small restaurant were built on the island and 10 additional jobs were created in New Brunswick.

This is an excellent example of a win/win/win negotiation. CO-OP Atlantic was able to establish another store and revenue stream; the province of New Brunswick was able to create 10 additional jobs and has now recouped its investment grants in taxes; and the residents of Campobello Island and the American residents who live across the bridge have ready access to a grocery store, a pharmacy and an Italian restaurant. All of this would not have happened without Frank McKenna's vision, determination and commitment, backed up by his use of superb negotiating and influencing skills, to arrive at optimal rather than sub-optimal solutions.

B.M. What was your vision as premier of New Brunswick?

F.M. Jobs, jobs and more jobs! Jobs were at the forefront of all of our strategies – to restore peoples' sense of pride and dignity – to realize that we could compete with

the best of the world and win. My emphasis was to increase the number of jobs to help give the citizens of New Brunswick a sense of pride. And the jobs and sense of pride would create a self-fulfilling prophecy.

B.M. How did you communicate this vision?

F.M. The key to communication is to highlight two or three important messages, or people will be confused with what you stand for. We focused on jobs. This was important to every decision we made because they affect revenue, taxes, health care and education. I talked about it incessantly. I tried to draw the message out so people could see how all the dots were connected. We wanted to create a self-sufficient province — all of the good things will come from that.

Like Paul Tellier, Frank McKenna appreciates the value of preparation in negotiating. Not only is he well-briefed going in but also he is sensitive to the value-creation aspect of every negotiation. Master Negotiators clearly understand the essence of creating and claiming optimal value, and knowing the parties with whom they negotiate.

B.M. Can you tell me more about knowing the parties with whom you negotiate?

F.M. I find that getting to know the other [parties] and getting to understand their needs and interests are critical to a successful negotiation. Fortunately, in government, we had excellent civil servants who prepared excellent briefings; we had to know the person we were dealing with and what made them tick. We had to know what was a “win” for the other party because if you don’t know what that is, you can’t meet it. For example, in negotiating to get the call centres to come to our province, we had to know about their interests as far as location, turnover and the quality of the workforce and how they prioritized each of these interests.

As with all of the people I interviewed, I asked Frank about the importance of self-control in the negotiation process. His response was, “In a number of areas I had self-control and in a number of areas I did not.”

B.M. Tell me more about self-control and negotiations.

F.M. In a number of situations, such as union negotiations, I quickly learned that my impatience was a disadvantage to bargaining and it intruded into the process and cost us more money. I learned to reserve the Office of the Premier only for final resolutions when that became necessary. In negotiating with businesses I wanted to get to the end of the deal very quickly, and thus had a tendency to give too much away. Therefore, I left the financial details until the end of the negotiation. I used my strengths where they could work to achieve a common sense of results at the highest level and then let others negotiate the details.

I used my strengths where they could work to achieve a common sense of results at the highest level and then let others negotiate the details.

Frank McKenna

As with all good leaders and managers, we must know our strengths and our weaknesses and in turn capitalize on our strengths, and then either correct our weaknesses or develop a team approach where other team members have those particular talents that we are lacking. Developing a clear understanding of your own negotiating style is as important as understanding the style of those with whom you are negotiating.

B.M. What importance do you place on strategic alliances in the negotiating process?

F.M. Strategic alliances are critical to success — you absolutely need champions to work with you -- to travel with you to get to the desired results. In New Brunswick, our strategic alliance with NBTel was the cornerstone to every success we had.

The Seven Strategies of Master Negotiators

How did Ruth, Paul, Frank and the other Master Negotiators I interviewed accomplish as much as they did, often against seemingly impossible odds? Whether it is Ruth Goldbloom's ability to fundraise, Paul Tellier's ability to build a world-class railroad or Frank McKenna's

ability to help transform a province, the answer is through the judicious use of the Seven Strategies. The purpose of this book, therefore, is to help you better understand and develop the Seven Strategies so that you can accomplish more easily and quickly your most important personal and professional goals. Below is a short description of each of the Seven Strategies.

Strategy 1: Build the Future with Creative Solutions

Einstein said, “You can’t solve a problem with the same kind of thinking that created it.” It is that same type of innovative thinking that is at the heart of all successful negotiations.

Strategy 1 examines the power of creating optimal, rather than sub-optimal solutions. Six steps are examined that are guaranteed to increase your ability to think outside the box and to more fully access benefits from others’ creative ideas. Interesting examples of outside-the-box thinking will be presented in this Strategy as well as through the rest of the book.

Strategy 2: Come to the Table Incredibly Well-Prepared

Master Negotiators always come to the table incredibly well-prepared, while amateur negotiators come to the table overly confident and under prepared. You will also find out that Master Negotiators always have a “plan B,” and balance preparedness with flexibility. Master Negotiators always expect the unexpected, no matter how well-prepared they are, and are flexible enough to turn potential problems into opportunities.

Strategy 3: Create and Claim Maximum Value

Creating value is our ability to develop solutions to best meet the needs and interests of all of the parties at the negotiating table. Claiming value is our ability to get our needs and interests met through the negotiating process. Strategy 3 contains an important exercise that assists you in measuring how well you create and claim value. Building on this exercise, seven steps are presented to help you in developing and enhancing these critical skills.

Strategy 4: Understand Negotiating Styles

Master Negotiators have developed a clear understanding of their own negotiating style and where it works for them versus where it works against them. They have also developed a clear understanding of their partners' styles and have learned how to negotiate effectively with various styles. Lastly, Master Negotiators know the importance of developing incredible self-control, so that they control their shadow style rather than their shadow style controlling them.

Strategy 5: Manage the Negotiation Process

Master Negotiators have to wear trifocals; that is, they have learned to keep one eye on the substantive outcome, one eye on relationships and one eye on the process. If any of these three focuses are lost or not given enough attention, we run the risk of not negotiating as well as we should or could.

Among the skills that will be explored in Strategy 5 are 12 techniques for improving the negotiation process. In addition, examples are provided that demonstrate how each of these skills and techniques are used to enhance negotiating ability.

Strategy 6: Build Strategic Alliances

Although it often looks like events are accomplished by dint of individual effort, if we look underneath most major accomplishments, we will see that much of what was accomplished is the result of building strategic alliances. Master Negotiators understand this principle and have become experts at building strategic alliances.

Strategy 7: Become a Life-Long Learner

Strategy 7 covers five critical areas necessary to become a life-long learner, three of which are: obtaining salient feedback; learning from coaches, mentors and mastermind groups; and learning how to think like the experts. Learning can also occur through interviewing the best negotiators and influencers you can find and through accessing the best books, movies and training courses.

The Resources from the Masters: An Annotated Bibliography — located at the end of the book — will help accelerate your learning from books, articles and movies and the list of selected courses and training institutions can help maximize learning. Strategy 7 also includes exercises to help you fully develop the strategy of becoming a dedicated life-long learner.

In addition to learning the Seven Strategies used by all Master Negotiators, selected skills and techniques used by Master Negotiators will be examined. Negotiating is a symphony of skills. The reader will learn which of these skills he or she has mastered and which need improvement. Specifically designed exercises are included to help you to develop or enhance each of the strategies. This book also presents real life examples, which demonstrate how those skills and strategies have been used effectively by Master Negotiators.

ⁱ A former president of General Electric, and considered by many to be the most effective CEO of our time.

ⁱⁱ Philip Lee. *Frank: The Life and Politics of Frank McKenna*. Fredericton, N.B.: Goose Lane Editions, 2001.