

# **WINNING** **BY** **NEGOTIATION**

**HOW** to get what you want from your Spouse, Lover, Parents, Children, Friends, Employer, Lawyer, Doctor, Agent, as well as Headwaiters, Salespersons, and Landlords — and make them love you in the process.

**Tessa Albert Warschaw**

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# WINNING BY NEGOTIATION

Tessa Albert Warschaw

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# Opening Ceremonies

There is one question I invariably ask each of the executives, professional homemakers, doctors, stockbrokers, and other successful but dissatisfied people who bring their marital, family, and child-raising problems to my counseling office: "Has it ever occurred to you to negotiate?" And just as invariably, the answer is some form of "no"—a blank stare, a puzzled frown, or, "What do you mean, 'negotiate?' "—even though many of these men and women have vast experience as negotiators in their business life. Nor, it develops, have the spouses and children of my clients attempted to negotiate their differences with them. "Negotiation?" one wife asked. "Oh, you mean 'compromise.' I've been doing that for years."

What I've been doing for years—with my clients and seminar students, and in my lectures to corporate and men's and women's groups—is to show people how to bring the techniques of business negotiating to bear on the problems of everyday life: how to negotiate for power and money, for sex, love, and romance, with family and friends, and with all those professional and service people with whom they're obliged to



deal so often and with such unsatisfying results. My methods are based on an intensive study I've made of the strategies of successful business negotiators, men and women whose persistence, awareness, sensitivity, skills of observation, genius for timing, willingness to seek help, capacity to listen, and sheer zest for the game have made them what I call "Win-Win Negotiators."

I've studied the losers as well—relatively healthy people who came to me because they weren't clicking as they wanted to or thought they should, people I eventually learned to categorize as Dictators, Jungle Fighters, Silhouettes, Big Daddies and Big Mamas, and Soothers, according to the negotiating style they displayed. I've urged my clients and students and audiences to try the tools and tactics of the winners, and to learn to recognize and deal with the characteristics of the losers—whether they identified those characteristics in other or themselves.

Watching many of the people with whom I've worked evolve from losers to Win-Win Negotiators—able to get the love, recognition, money, or power they so long coveted—has been the most gratifying experience of my life.

Those winning strategies are the subject of this book.

There are, in most of us, certain kinds of emotional problems that require professional help. But many of the problems that we experience in our dealings with others, many of the emotional binds in which we find ourselves, don't require long-term therapy and the expense of hundreds of hours and thousands of dollars in order to be resolved. They could be solved through the simple process of negotiation.

Yet most people, I've found, feel an incredible paralysis in attempting to deal with others. They fear to negotiate because they think they don't know how. They think of negotiating as something that high-powered executives do in spacious conference rooms, smoking fat cigars. They would rather do almost anything than have the kind of confrontation they assume a negotiation implies. They associate the process with conflict, and associate conflict with stress and the prospect of loss. Conflict, to them, implies dominance and coercion. In this association, unfortunately, they have been encouraged no end by trendy books and articles advocating ruthlessness and intim-

idation as the strategies of success. In certain circles today, debasing others is actually chic.

I find these developments tragic, lacking not only in awareness of the changing nature of values in our society but in the psychological forces that determine human conduct. Winning through intimidation does gain short-run "victories," but it leaves such a residue of human destruction that nothing is gained in the long run.

Every day, we receive fresh indications that the old behavior patterns that once governed American life—force and fear on the one hand, acquiescence and appeasement on the other—are increasingly suspect. Many young people are unwilling to take the kind of personal abuse their parents often had to suffer in order to get ahead. Many people of influence today who are trying to deal with others using the same techniques they endured as they struggled to the top are wondering why the old methods aren't working any longer.

The reason they aren't is that objectives have altered appreciably over the last ten years. Where previous generations often accepted without question the virtue of unlimited striving in order to "get to the top," today's generation isn't as concerned with running corporations as it is with expressing itself in a rich variety of ways and living a balanced life.

The change in behavior patterns is most noticeable, perhaps, in the home. The days when most of a family's decisions were made primarily to further the husband's career are all but gone. It is not simply a consequence of the women's movement and the rise of feminine consciousness; it is that more and more households include a working female whose needs for attention and support may be every bit as vital as her mate's.

Many men are simply unprepared to cope with this challenge to the dominance they had always taken for granted. They had signed up for working and risking on the outside, and resting and being cared for at home. Women signed up for just the opposite. Now they must deal not only with the anxieties any new adventure creates but also with the strains their new identities impose on their relationships with men.

As a consequence of this revolution of roles, both men and women find themselves caught in a double bind. Men who

persist in their old competitive roles find themselves typed as chauvinists. Yet when they seek new expression through sensitivity, caring, and responsiveness, they find themselves typed as weak. Women who remain traditionally submissive and passive feel they've sold themselves short. Yet when they seek new expression through assertion and strong decision-making roles, they are typed as bitchy and unfeminine.

To make the transition between old and new roles, men and women must learn how to negotiate the inevitable strains that develop between them and also within themselves. Clearly, what has passed for negotiation in the past will never do.

We need a new way to come together—a way to anticipate, neutralize, and resolve our conflicts. Negotiation is the way to do that, but a kind of negotiating very different from the intimidating methods that have created so much social malaise.

Negotiators can be categorized as to the kinds of outcomes they seek. Basically, there are four—"Win-Lose," "Lose-Win," "Lose-Lose," and "Win-Win."

Win-Lose Negotiators want to take home all the bacon. In order to do so, they must dominate the other person, be that person a colleague, rival, spouse, or child. What happens to the other person doesn't bother them; in fact, the consequences of their destructive acts may not even occur to them. Their minds are totally fixed on victory.

Lose-Win Negotiators gain what they want by losing. They are passive negotiators, and the last thing they want is to dominate. The prospect of finishing first terrifies them.

Lose-Lose Negotiators can't stand the thought of the other person's winning, but they don't want to win, either. So after making certain that the other person loses, they sabotage their own victory.

Win-Win Negotiators want both parties to the negotiation to walk away winning, each with enough to show for his efforts for them still to be friends or partners. There is no anger or frustration or confusion when the negotiation is finished. Each party is willing to give up a certain amount in order to achieve this result—especially since the chances are that they will meet again.

Win-Win negotiating involves an appreciation of differences and an acknowledgment of other viewpoints. It applies to all aspects of life. Whether you are in the boardroom or the

bedroom, you are aware of your own needs, feelings, desires, history, and goals, but aware of the other person's, too.

Win-Win negotiating is nothing if not practical, because as a practical matter, you can't get what you want from another person—except by coercion—unless that person is getting what he or she wants from you.

Most of us were raised by parents for whom winning was the only thing. In a sense, they had no real choice in the matter: it was the attitude the culture rewarded. Today, the win-lose philosophy—"I win, you lose"—no longer has the adherents it once did. We still want to win, for the most part, but we are in the process of redefining what that means. Where before winning meant total victory without regard to one's adversary, we know today that it's no longer appropriate for one person to walk away with *all* the rewards and love and self-esteem.

*And* no longer effective—the most pragmatic test of all.

I lecture frequently to corporate groups on the subject of Win-Win negotiating. After one recent lecture, the president of a major oil company came up to me and said, "The kind of man we're putting into key positions today is exactly the kind we devalued ten years ago."

"What kind of man is that?" I asked.

"The kind who makes sure that everyone gets something. We find now that you just can't win it all."

The most vivid proof of this I have, perhaps, is the kind of people who are enlisting in my seminars on negotiation. Increasingly, they are people who have found that the win-it-all manner in which they had always functioned isn't working for them any longer. They're scared. They believe they're on their way out. One man in his early sixties who had joined my seminar after reading about my work confessed to his bewilderment at the increasing problems he'd been having in his real estate business. "I've always gotten along fine in this business," he said. "I'm very successful. I'd be terrific if I didn't have to deal with anyone else." After probing a little, I discovered that he was having the same problems at home. His wife had grown distant, and his children no longer came to visit. They had taken all they could of his dictatorial manner.

Win-Win negotiating is so new that it is still something of a rarity, but negotiating itself is something we do every day of our lives. In virtually every activity, we must deal or bargain

with another, or others, in order to get what we want. “You wash, I’ll dry”—that’s a negotiation. Where we live, how we live, with whom we live, none of these is accomplished without give and take. You’re going to discover how to do that now in the Win-Win way.

You’ll discover how to resolve your conflicts and differences with your spouse, lover, children, parents, employer, doctor, or agent. You’ll learn how to do this, moreover, without distressing them. To the contrary, you’ll all walk away from your negotiation feeling that you’ve won.

You’ll find out how to handle the ten most common negotiating problems—time, money, family, sex, in-laws, independence, intimidation, communication, power, and recognition.

You’ll discover how to anticipate conflicts so that they can be resolved in their earliest stages, before bitterness sets in. And because negotiation is not a method devoted exclusively to disputes, you’ll find out how to use it to resolve conflicts in values—time together versus time to make money, spending versus saving, going to work versus going to the ball game, having versus not having children, and so forth.

You’ll try out the tools of the trade: opening ceremonies, hidden agendas, warm-ups, probes, mid-course corrections, trade-offs, whammies, bottom lines, closing ceremonies, and many others—every one of them taken from the world of business and adapted for personal use.

You’ll discover how to develop and pull on your support network—your web of human relationships—in ways that will strengthen and enrich you, and help you to gain your objectives.

You’ll see that every person with whom you deal, in both your public and private life, can be classified according to the *style* of negotiation he or she displays. Is your spouse, lover, child, parent, friend, or boss:

A Jungle Fighter?

A Dictator?

A Silhouette?

A Big Daddy or Big Mamma?

A Soother?

A Win/Win Negotiator?

Or various blends of the above? You'll discover how to recognize every one of these negotiators, and the special tactics for dealing with each of them.

You'll discover, above all, how to identify your own negotiating profile, and how to transform yourself into a Win-Win Negotiator with the seemingly magical knack of satisfying everyone, yourself included.

It may be that you'll find win-win negotiating more an ideal than a practical objective. But as you grow and seek to change, the win-win style will provide you with a model toward which you can move in stages. By adopting those parts of win-win that fit with your own style, the transition can be a gradual one, moving your style towards the ideal.

To become a Win-Win Negotiator, either in whole or in part, you must learn, before anything, how to recognize your present negotiating style, as well as the styles of those with whom you deal. So let's begin with "style" itself.





PART ONE

# Styles



