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3-d Negotiation: Powerful Tools To Change The Game In Your Most Important Deals



Synopsis

When discussing being stuck in a "win-win vs. win-lose" debate, most negotiation books focus on face-to-face tactics. Yet, table tactics are only the "first dimension" of David A. Lax and James K. Sebenius' pathbreaking 3-D Negotiation (TM) approach, developed from their decades of doing deals and analyzing great dealmakers. Moves in their "second dimension" deal design systematically unlock economic and noneconomic value by creatively structuring agreements. But what sets the 3-D approach apart is its "third dimension": setup. Before showing up at a bargaining session, 3-D Negotiators ensure that the right parties have been approached, in the right sequence, to address the right interests, under the right expectations, and facing the right consequences of walking away if there is no deal. This new arsenal of moves away from the table often has the greatest impact on the negotiated outcome. Packed with practical steps and cases, 3-D Negotiation demonstrates how superior setup moves plus insightful deal designs can enable you to reach remarkable agreements at the table, unattainable by standard tactics.

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Customer Reviews

3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals by David A. Lax and James K. Sebenius is not the book for Gordon Gekko types, practiced in the simple tactics of win-lose haggling. This book is the The Art of War for deal making. Like Sun Tzu for strategy, 3-D Negotiation is the primer on creating deals with lasting value. Anyone that has ever bought, sold, or

traded anything will gain something with even the most cursory read of this work. 3-D Negotiation is a book that will become dog-eared, highlighted, notated, and underlined. This is a reference that you will return to again and again. It is very clearly written in a way that is accessible to everyone. Each point is illustrated with a relevant and detailed real-world (and often personal) example from the authors. The authors are both graduates of Harvard Business School, co-founders of Harvard's Negotiation Roundtable and developed the executive program on strategic negotiation at the Business School. They have decade's worth of deal-making experience and analysis between them. Lax and Sebenius take a contrarian approach to much of the current thinking and teaching on negotiation. They seek to move us away from the familiar win-win and win-lose tactical approaches and help us understand negotiation along the following dimensions: * 1-D: At the Table - tactics * 2-D: Design Value Creating Deals - getting "below the surface to uncover the sources of economic and non-economic value. * 3-D: Away from the table - the setup - setting the table - "ensuring that the right parties have been approached, in the right sequence, to deal with the right issues that engage the right set of interests, at the right table...

Most books on negotiation that I've read focus on the tactics you use when you're face-to-face with the opponent. But what if you take a step back and shape the negotiation before you even show up? That's the general direction of 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals by David A. Lax and James K. Sebenius. I can see where this would give you a step up in numerous situations... Contents: Part 1 - Overview: Negotiate in Three Dimensions; Do a 3-D Audit of Barriers to Agreement; Craft a 3-D Strategy to Overcome the Barriers Part 2 - Set Up the Right Negotiation: Get All the Parties Right; Get All the Interests Right; Get the No-Deal Options Right; Get the Sequence and Basic Process Choices Right Part 3 - Design Value-Creating Deals: Move "Northeast"; Dovetail Differences; Make Lasting Deals; Negotiate the Spirit of the Deal Part 4 - Stress Problem-Solving Tactics: Shape Perceptions to Claim Value; Solve Joint Problems to Create and Claim Value Part 5 - 3-D Strategies in Practice: Map Backward to Craft a 3-D Strategy; Think Strategically, Act Opportunistically Notes; Authors' Note; Index; About the Authors Lax and Sebenius have extensive experience in working with corporations negotiating multi-million dollar deals, and from that base they have evolved the idea of 3-D negotiation. Basically, you need to look at your deal-making in a multidimensional way instead of just trying to hammer the side across the table. In some cases, this may mean that the party you're trying to do the deal with isn't even the right customer you should be approaching. Or perhaps the no-deal option of the other side is still better than what you have to offer. What then?

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