3-D NEGOTIATION
Powerful Tools to Change the Game in Your Most Important Deals
By David A. Lax and James K. Sebenius
Harvard Business School Press; September 26, 2006

“It turns out that creative moves away from the table can make all the difference in routine business (and even personal) negotiations.”

Through the years, the art of negotiation has morphed from win-lose to win-win leaving less and less on the table with each improvement to the process. Now, negotiation experts David Lax and James Sebenius take negotiation to a whole new level: the third dimension.

Their new book 3-D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals (HBS Press; September 26, 2006) Lax and Sebenius explore why the current one dimensional technique—bargaining-at-the-table—is not enough. According to the authors, this still leaves too much money on the table and is often inadequate for tough negotiations when the other side holds all the cards. In addition, it is ill-suited to multiple party negotiations and tricky or shifting agendas.

3-D Negotiation carefully maps out the two missing components that go into motion well before anyone sits down to negotiate at the table. These two new dimensions--deal design and set up -- combined with strong tactical skills create the three dimensions of extremely effective negotiation. Lax and Sebenius map out each of the dimensions and show through real word negotiation examples how all three are in play more or less concurrently throughout an effective negotiation.

The First Dimension: Tactics

Tactics are the persuasive moves you make and the back and forth process you choose for dealing directly with the other side at the table. Good tactics can make a deal;
bad ones can break it.

The Second Dimension: Deal Design

Deal Design includes more of the obvious, face-to-face aspects of negotiation. Deal designers know how to prove below the surface to uncover sources of economic and non-economic value. To unlock the value for the parties, they have a systematic approach to envision and structure creative agreements.

The Third Dimension: Setup

Setup extends to actions away from the table that shape and reshape the situation to the 3-D Negotiator’s advantage. The setup ensures 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 exerts the greatest impact on the negotiated outcome.

From mapping the process to assessing the sequence to creating a barrier audit, 3-D Negotiation offers a roadmap to successful negotiations. Complete with real-world examples complete with lessons and take-aways, Lax and Sebenius have created an invaluable resource for anyone who wants to master the art of negotiation.

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