

# summary

**Win-lose** strategies are usually implemented through bargaining processes. Bargaining processes are widely adopted probably because they are familiar and almost intuitive. They are, however, simplistic and unsophisticated, and thus they:

- Limit negotiations to only two of the seven negotiation elements: commitments and alternatives.
- Forces the parties into zero-sum choices ("Take it or leave it!").
- Limit negotiators into two main styles: hard or soft.
- Impose the bargaining tension between substance and relationship.

**Win-win** strategies can be implemented through several processes such as the value negotiation approach. They do not give us a false sense of security, while also developing choices to give us flexibility.

- They attempt to explore the possibilities of all seven elements.
- They allow for positive-sum choices (value creation).
- They allow for many styles beyond hard and soft.
- They free us from the bargaining tension between substance and relationship.

Every negotiation contains three independent, parallel and simultaneous negotiations:

1. **Substance negotiation** – Parties pursue substance value.
2. **Relationship negotiation** – Parties pursue improved relationships.
3. **Communication negotiation** – Parties attempt to create the best process.

The three negotiations can be addressed in a win-lose or win-win way. If win-win, we have to make trade-offs to extract maximum rewards at minimum risk.

	The win-win directive to	makes it harder to	and tempts us with	so we persistently
Substance	Focus on value	Focus on power	Easy power opportunities	Promote the dialogue pattern
Relationship	Negotiate three negotiations autonomously	Manipulate	Relationship over value	Avoid trading between negotiations
Communication	Promote learning	Exploit information asymmetry	Complacency	Proactively diagnose