*What **should** I think about approaching negotiations?*

Less successful negotiators think that:

- If I ignore it, it may go away.
- Issues left alone tend to self-repair.
- There's just one right way this should turn out.
- If the other side doesn't know what we think or want, then we're ahead.
- If we can satisfy our demands, we'll get a good outcome.
- A little intimidation is OK.
- Keeping people off-balance is a good strategy.
- If we keep hitting their weak spot, we'll get the best gain.
- Winning is the only thing.
- Negotiation is like a hard sell.

More successful negotiators think that:

- The best outcome meets most of both side's needs.
- The negotiation is better informed if we can quickly understand each other's needs and reasoning.
- If we can keep each other focused, unthreatened and not defensive during the negotiation, we'll have a better process and outcome.
- A good relationship is crucial to effective negotiations and the most necessary when you least feel like maintaining it.
- Negotiation is chiefly about listening and trying to understand people
- Negotiations occur when people openly inform and influence each other, motivating insight and commitment.

What are the *opportunities* in negotiation?

- Parties determine the outcome themselves
- The outcome yield for both parties can be maximized
- Parties can influence each other's thinking in a way that leads to productive change.
- People may establish a relationship, which is a strong foundation for this and subsequent negotiations.
- Parties can evaluate not just their separate positions, but the full terrain of interests and concerns, in order to explore optimal solutions