

## PREFACE

We often assume that being a strategic negotiator implies calculated self-interest with a dose of inauthenticity, or walling off vulnerable parts of ourselves. In business, you might not consider the values and norms you espouse when interacting with family, enjoying leisure activities, or participating in community. To many, business interactions imply a game with its own rules, one grounded in economic frameworks of social exchange and widely variable in terms of how heavily it emphasizes strategic competition and cooperation. Rather than *changing hats* when you navigate different roles (businessperson, spouse, runner, volunteer), and wearing a distinct business hat, could you integrate hats? Grounded in a positive framework, this book distills years of research, teaching, and coaching into an integrated genuine approach.

Negotiation is perhaps the most challenging setting for a genuine approach. Inherently, negotiations are mixed-motive social interactions with cooperative *and* competitive implications for both task and relationship outcomes. On one hand, there are resources in the mix that can grow, not only be allocated. On the other, as people discuss value creation and value distribution, their behavior is part of the equation and there are reputational and long-term business consequences. Although there are many

negotiation challenges, my experience with the business world suggests that the most fundamental is to be at once real and strategic.

This duality is both possible and powerful.

*Negotiating Genuinely* promotes an integrated approach of “one person, one integral hat.” Readers will learn how integrating their broad and deep psychological resources under one genuine hat will enable them to straddle the most complex dimensions of negotiations more naturally, positively, and successfully.