

PRODUCTIVE WORKING RELATIONSHIP

„You have to have the ability to interact on human terms with the other party. Don't get me wrong. It's not that you have to play the nice guy. Not at all. It's the ability to sense the other party, to understand him. You don't have to fall in love with the other party in order to understand. You don't even have to sympathize the other party in order to understand what's going on with him. But you have to be able to understand and you have to be able to develop trust. But also to project a kind of seriousness and, if necessary, also toughness with regards to principles and positions that you believe you have to protect.“

Interview with a senior Israeli negotiator, September 1998. Mentioned in: Michael Watkins, *Negotiating in a Complex World*, Negotiation Journal, Volume 15, Number 3 (July 1999), page 253