

# How to Guide the Shadow Negotiation

---

The complex and subtle game people play before they get to the table and continue to play after they arrive.

## Power moves

- \* Offer incentives.
- \* Put a price on the status quo.
- \* Enlist support → coalition.

## Process moves

- \* Seed ideas early.
- \* Reframe the negotiation structure and process.
- \* Build consensus before the formal negotiation starts / Bring other on board.

## Appreciative moves

- \* Demonstrate appreciation for another's concerns and situation. Help others save face.
- \* Let differences in needs and views come to the surface without personal discord.
- \* Keep the dialogue going without pushing for immediate agreement.

Source: Deborah M. Kolb and Judith Williams, *Breakthrough Bargaining*, Harvard Business Review, February 2001