Contents

Negotiating skills	5
Preparation and planning	6
Getting acquainted	16
Opening phase	26
Main phase	31
Agreement phase	46
Asking questions	54
The art of listening	60
When things get tough	62
Tables, graphs or charts	66
Telephone negotiating	69
Cross-cultural negotiations	73
Relation orientation	74
Sociolinguistic influences	75
Negotiating internationally	80
Local negotiation techniques	83
Strategic negotiating framework	86

Country-specific negotiating	87
Introduction	88
China	89
Czech Republic	91
France	93
India	95
Italy	97
Japan	99
Netherlands	101
Poland	103
Russia	105
Spain	107
United Kingdom	109
United States	111
Cross-cultural differences	112
Practical reference	117
Index	125