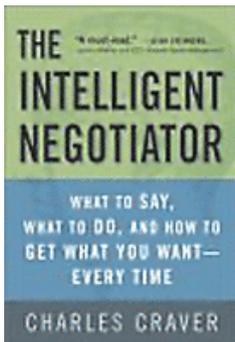


The weakest element of this book may well be its title. Case in point: a brief search for “Intelligent Negotiator” on *Amazon.com* yielded more than 9,000 items. Hard to stand out in that kind of crowd. This book still does, though: it is simply one of the best comprehensive writings about basic and advanced negotiation techniques in print today.



Author Charles Craver, a law professor at George Washington University in Washington, D.C., is an experienced negotiator. He taught tens of thousands of people negotiation skills in workshops which he conducted in several countries. In spite of the author’s academic

background, Craver’s writing style is both relaxed and business-like. While he covers a lot of ground, he manages to make it light and easy reading throughout.

He wastes little time in the introduction and quickly moves to describing negotiation styles and phases. Throughout the book, the author keeps his focus on a negotiation’s timing and follows the logical sequence of phases, all the while introducing the sometimes dazzling array of techniques and eventualities one might be confronted with along the way. Numerous negotiation techniques, from commonplace practices anyone who ever bought a house or car will be familiar with, to somewhat exotic (at least in the U.S.) bargaining and haggling ma-

neuvers, Craver never fails to both deliver a clear description and give sound advice as to how to deal with such an approach.

While it uses a few international examples to illustrate some of the techniques, *The Intelligent Negotiator* is not a compendium about cross-cultural practices, nor does it claim to be one. However, with its inclusion of practices that are much more commonplace in other cultures, like extreme openings, time pressure, or the use of strong emotions, it is still very valuable for business leaders aspiring to hone their global negotiation skills.

There are only two omissions in this book when viewed from an international/cross-cultural perspective: it mostly assumes that both sides in a negotiation are inclined to take a win-win approach, and it implies that all negotiation ends when a contract is signed. The former is not necessarily true in countries like China or Russia; the latter may become an unpleasant surprise in places like Korea, where, as many unprepared negotiators have painfully experienced, a contract is rarely considered much more than a “snapshot in time”. Given the book’s clear focus on domestic negotiation, though, none of this is a legitimate complaint.

Bottom line, if you want to learn more about negotiation in general, buy this book. If you plan to apply what you learned in global business interactions, you will still need culture-specific information about local negotiation styles and practices to prepare. But what you already learned from reading *The Intelligent Negotiator* will give you an excellent safety net.

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Lothar Katz is the founder of Leadership Crossroads. He has a wealth of experience in achieving productive cooperation across cultures and driving business success on a global scale.

A seasoned former executive of a Fortune 500 company, he regularly interacted with employees, customers, outsourcing partners, and third parties in more than 25 countries around the world. These included many parts of Asia, e.g., China, India, and Japan. Originally from Germany, he has lived and worked both in the United States and in Europe.

