

Contents

A Word from the Author	9
How this Book Is Structured	11
Online Negotiation: Is It Even Possible?	15
CHAPTER 1. Why Negotiating Online Is Different than in the Offline World	19
We are exhausted: Too many stimuli, all at the same time	19
We get distracted: Another incoming email here, another phone call there	21
We are constantly online: There's barely any time to catch our breath	22
We get lost in the complexity and disengage	23
We are suspicious: Who is reading along?	
Who is listening in?	24
CHAPTER 2. What Does Maslow's Hierarchy of Needs Have to Do with Online Negotiations?	29
Physiological needs: To hear well. To see well ... and much more	31
Safety needs: So much to discuss. So much technology ... HELP!	33
Social needs: Team spirit? Online? More lone wolves than ever	36
Esteem needs: Notice me ... please!	38
Self-actualization: Activate and encourage a desire to create	40
CHAPTER 3. Well-Equipped from the Start – Successful Preparation for Online Negotiations	43
Tip #1: Decide first! Auction or negotiation? Virtual or in person?	44
Tip #2: The new way to prepare for a negotiation: Close to the negotiation process	54

Tip #3: Less is more: Limit the number of participants	70
Tip #4: The shorter the better: Limit the number of sessions	78
Tip #5: Time to focus: Actively plan breaks	81
Tip #6: Safety first! Minimize security risks.	86
CHAPTER 4. So Close and Yet So Far – Communication in Remote Negotiations	90
Tip #7: Getting in touch – Keeping in touch	91
Tip #8: Making small talk online.	97
Tip #9: Establishing the rules of communication.	99
Tip #10: Summarizing. Summarizing. Summarizing!	102
Tip #11: Ensure internal team communication	105
Tip #12: Have the courage to also show your emotions virtually	106
CHAPTER 5. Making the Most of It – Overcoming Limitations in Body Language.	109
Tip #13: Don't speak into the void: Turn your camera on	110
Tip #14: Focus on you, the negotiator! Being in front of the camera.	119
Tip #15: Spot on! The right light.	122
Tip #16: Boost your online impact through good virtual body language.	125
Tip #17: The tone sets the tune: Your voice on the microphone.	148
CHAPTER 6. Yes, It's Possible!	153
Exerting Influence in Virtual Negotiations	153
Tip #18: Develop the suitable dramaturgy	157
Tip #19: If you want to cooperate and seek a win-win situation.	163
Tip #20: If you want to win and work with tricks	173
Tip #21: When difficulties arise online	194
CHAPTER 7. Never Lose Sight of the Big Picture – The Fundamental Rules of Virtual Negotiation.	210
Tip #22: Leading right from the start: Utilize the first-mover advantage.	210
Tip #23: Know your technology	219

Tip #24: Miro, Mural, Conceptboard: Use collaborative tools to visualize key content	225
Tip #25: Lighten the load: Make use of co-facilitation	228
Conclusion – Virtual negotiation isn’t worse. It’s different.	243
THANKS	246
APPENDIX	247
About the Author	247
Endnotes	249
Image credits	251
Index	252
Bibliography.	255