Much has been written about negotiation as a tool to resolve conflict or make a deal. Churchman has done a great job in ninety-seven short pages. The book is an easy read yet quite thoughtful. He divides the first phase of the book—on the negotiation process—into the following parts: preparation, exploration, bargaining and closing phases. He is extraordinarily truthful when he writes on page 5 that "none of the tactics in this book are original, and none can be attributed to a single author."1

The author's second phase of the book is entitled "Negotiation Tactics" and, as he explains on page 6, despite the arbitrary nature of the names of each tactic, they are discussed in fifty-one topics as follows:

<table>
<thead>
<tr>
<th>Acceptance Time</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agenda</td>
<td>Linkage</td>
</tr>
<tr>
<td>Ambiguity</td>
<td>Objections</td>
</tr>
<tr>
<td>Anger</td>
<td>One-text Procedure</td>
</tr>
<tr>
<td>Authority</td>
<td>Patience and Perseverance</td>
</tr>
<tr>
<td>Back Channels</td>
<td>Persuasion</td>
</tr>
<tr>
<td>Bad Guy/Good Guy</td>
<td>Power</td>
</tr>
<tr>
<td>Bargaining Climate</td>
<td>Precedent</td>
</tr>
<tr>
<td>Bargaining Range</td>
<td>Preconditions</td>
</tr>
<tr>
<td>Best and Final Offer</td>
<td>Proposals</td>
</tr>
<tr>
<td>Bluffing</td>
<td>Questions and Answers</td>
</tr>
<tr>
<td>Body Language</td>
<td>Raisin Picking</td>
</tr>
<tr>
<td>Bottom Line</td>
<td>Reverse Auction</td>
</tr>
<tr>
<td>Boulwarism</td>
<td>Salami Slicing</td>
</tr>
<tr>
<td>Caucus</td>
<td>Sibyllinne Books</td>
</tr>
<tr>
<td>Closing</td>
<td>Signals</td>
</tr>
<tr>
<td>Concession of Making</td>
<td>Silence</td>
</tr>
<tr>
<td>Deadlines</td>
<td>Strawman</td>
</tr>
<tr>
<td>Deadlock</td>
<td>Take it or Leave it</td>
</tr>
<tr>
<td>Delay</td>
<td>Threats and Ultimatums</td>
</tr>
<tr>
<td>Empathy</td>
<td>Timing</td>
</tr>
</tbody>
</table>

---

* Peter S. Chantillis is an attorney-mediator in Dallas, Texas with over forty years of experience in negotiations. He has been an Adjunct Professor at Southern Methodist University School of Law teaching Alternative Dispute Resolution. He is also an author, a public speaker, and a national trainer of lawyers and judges on mediation.

"Some say there must be a more useful arrangement—but have not suggested one that works."² He is a good wordsmith and I like what he said, and I believe he is right. I can think of no better way to list and discuss each of the negotiation tactics than the way he does it, alphabetical, articulate and to the point. He does not waste words, and the reader grasps instantly where he is going.

He takes each of the headings and describes in detail what they mean. For example, he takes the heading "Better Than That" and explains that "sometimes" you can get concessions, simply by saying "you've got to do better than that."³ He gives advice on not falling into the same trap if your opponent asks you to do the same thing and then suggests a variation of this tactic.

Another example is how he explains "empathy." Churchman starts with a definition, and then he tells the reader how it begins and shares three other empathic techniques that may prove useful. He is very concise, direct and to the point and does not fool around with a lot of misplaced words.

When he writes on "Patience and Perseverance" he has an initial statement beginning each of the three paragraphs: (1) Hasty agreements often lead negotiators with the uneasy feeling that additional concessions could have been gained or some issues could be overlooked; (2) Simply out­waiting opponents may lead to concession; and (3) Faced with such opponents, their perseverance must be undermined. He then gives examples of what he means by each of the three statements and follows that procedure time and time again.⁴

In the last nine pages of the book, Churchman discusses the dual­concern model, conceived by Pruitt and Carnevale, and its antecedents. The dual concern model recognizes two separate predictors that independently determine which strategies a negotiator will use. Although this model has been criticized by others, the model is an important theory that negotiators should consider when beginning a negotiation. Churchman states that the dual concern model and its antecedents "provide an excellent starting point for understanding the negotiation process."⁵

² Id. at 6.
³ Id. at 19.
⁴ Id. at 38.
⁵ Id. at 55.

538
This book could be a handbook, a reference book or a book you would hand to a student or a young lawyer if you were mentoring that student or lawyer. I recommend this book without reservation.