Summarized from <u>Negotiation Genius - How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond</u>, by Deepak Malhotra & Max H. Bazerman - Professors at the Harvard Business School - Published by Bantam Books,

	Having a weak BATNA is not terribly problematic if the other side does not know that your BATNA is weak. Don't advertise it!
Strategy 1: Don't reveal that you are weak	When under pressure and focused on the weakness of your BATNA, you may need to remind yourself to use less revealing language in communications with the other side.
Strategy 2: Overcome your weakness by leveraging their weakness.	Having a weak BATNA is not as problematic if the other side's BATNA is weak as well.
	When both sides are in a position of weakness the Zone of Possible Agreement (ZOPA) is large. A lot of value is created when the two sides reach an agreement.
Sub	mit multiple proposals - consider the spectrum of possibilities: Low price & low service with incremental increases in both.
	ver your bid just enough to get into the second round. The potential client may just be trying to narrow options first before making a cision. If eliminated, find out why and consider repackaging the bid to meet the client's expressed reservations about the earlier bid.
Negotiating from a Position of Weakness Strategy 3: Identify & Leverage your distinct value proposition (DVP). Byp	Send a copy of the proposal to the ultimate customer.
	bass an agent who's only concern is price: Negotiate a post-settlement, settlement with the customer. once the purchasing agent is out of the picture, pitch your proposition to the client. It never hurts to ask, just make sure your initial proposal is something you can live with if need be.
Edu	ucate your Clients between deals to keep your DVP fresh in their mind.
	can't outmuscle the other side in a negotiation, you may want to stop flexing your muscles and simply ask them to help
weak, consider relinquishing what little power you do have. When	you make it clear that you have no intention of fighting or negotiating aggressively, others may also soften their stance.
Strategy 5: Strategize on the basis of your entire negotiation portfolio.	ou are going to negotiate many deals with many different clients/customers, you may be willing to lose some money in e negotiation in order to win even more money in another negotiation.
	nen you consider your entire portfolio, it is far easier to imagine taking bigger risks, keeping the clients for whom you can add e most value, and becoming more profitable.