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**WINNING FROM WITHIN:
A Breakthrough Method for Leading, Living, and Lasting Change**
By Erica Ariel Fox

“We need to get to yes not only with others, but first and perhaps foremost with ourselves...
This is where this seminal book by Erica Ariel Fox makes its contribution.”

—From the Foreword to *Winning From Within*, by William Ury

Co-author of *Getting to Yes*, Co-founder, Harvard Negotiation Project

“Practical introspection and guidance toward making lasting improvements, not by focusing on behavior or personality type, but by integrating all the parts that make us who we are.”

—*Publishers Weekly*

“**Winning From Within** is bound to change forevermore the way leaders are developed. Its ideas and inspiration will take the business world by storm.”

Peter Guber, CEO, Mandalay Entertainment, Bestselling author of *Tell To Win*

Life is a series of negotiations.

You negotiate all day, every day, from the time you wake up to the time you go to sleep.

If you're like most people, when you think about negotiation, you picture people talking to "the other side." Whether they're pitching to a customer in an office, brokering a peace deal at Camp David, or arguing over curfew at the kitchen table, negotiators are people trying to persuade other people of their point of view.

According to business leadership expert Erica Ariel Fox, who's taught negotiation at Harvard Law School for nearly twenty years and advised executives all that time, *that's only half the story*.

In her new book, **WINNING FROM WITHIN: A Breakthrough Method for Leading, Living, and Lasting Change** (Harper Business; hardcover; September 24, 2013), Fox offers a fresh and compelling way to see things differently. According to Fox, the most important negotiations we have – the ones that determine the quality of our lives and the impact of our actions – are the ones we have with ourselves.

As a protégé of *Getting to Yes* authors Roger Fisher and William Ury, and a colleague of the three *Difficult Conversations* authors, Fox sees **WINNING FROM WITHIN** as the third in a series of books originating from Harvard Law School's Program on Negotiation (PON), the world's leading think tank on making deals and resolving disputes. The first book, *Getting to Yes* (1981), changed the negotiation game by introducing the famed "Harvard Concept," which *separates the people from the problem*. The second book, *Difficult Conversations* (1999), addressed what to do when you can't separate the people from the problem, because *the other people are the problem*. Now, in **WINNING FROM WITHIN** (with a foreword by William Ury), Fox builds on the work of her mentors and colleagues and explores the final component – what to do when *you are the problem*.

The author agrees that learning to communicate well and to influence other people are essential skills in business. But she makes a strong case that even *more* fundamental to high performance and personal fulfillment is learning to negotiate effectively with yourself. **WINNING FROM WITHIN** breaks new ground by giving readers a seven-step system for tackling these internal negotiations, whether they want to improve their results and relationships at work or in their personal lives.

Fox notes early on that "negotiating with yourself" sounds strange at first. She wonders aloud in the book: "Can you talk to yourself without being crazy? Can you disagree with yourself? If you have an argument with yourself, who wins?" And then, using well-known icons as well as extensive examples from two decades of advising senior leaders, Fox explains how this works.

You probably recognize the internal tug-of-war. It's what happens when you want to stay at the office, but *also* want to keep your promise to the family to get home in time for dinner. When you intend to collaborate with your colleagues on the management team, but then get rigid and stuck in your opinions. When one side of you votes to roll the dice and go for your dream job, while another worries

about paying the mortgage. It's what you do when part of you wants to give your relationship every chance to work, while another knows that this time it's really over.

Negotiating with yourself goes on all day, both at home and at work, in cases like these:

- My plate is completely full, but my boss just asked me to start a new project. There's no particular glory in it. Do I say yes to please her? What about ever eating dinner with my family?
- I want to approach my colleague who's back from bereavement leave, but then I tell myself it's none of my business.
- My client is pushing me hard to do something questionable. Technically speaking, it's not against the written rules. On the other hand, it feels a bit unethical. Should I say no?
- We're nearing our fundraising target, but we're not quite there. Our biggest donor said I could ask him for more money if we fell short, but I feel awkward going back to him *again*.

As you go about your work as well as the ordinary business of every day, there are inner commentators competing for your attention. At times they speak nicely. But often their voices debate each other like hostile adversaries on talk radio.

WINNING FROM WITHIN offers an original take on these internal dialogues. Trained as a lawyer and matured as a professional in the business world, Fox avoids psychological language, and instead introduces a framework that can be used by either a business or general interest audience. The process aims to foster personal fulfillment, but also to position leaders to achieve high performance and foster lasting change in their organizations. **WINNING FROM WITHIN** isn't just about feeling better. It's about getting better results in your leadership and in your life.

To appeal to business leaders and general interest readers, Fox teaches people to see the different sides of themselves as negotiating parties, what she calls your "inner negotiators." She explains in the book that like actual individuals, these internal negotiators have a range of styles, motivations, and rules of engagement. They have their own interests and preferred outcomes. They also correlate with different regions in our brains. As an advisor to Fortune 500 companies, Fox has a track record of appealing to executives and other senior leaders with the concept of mastering their inner negotiation team. Fox calls this group "**The Big Four**."

- The Chief Executive Officer: your inner **Dreamer**
- The Chief Financial Officer: your inner **Thinker**
- The Vice-President of Human Resources: your inner **Lover**
- The Chief Operating Officer: your inner **Warrior**

These inner negotiators govern your capacity to dream about the future, to analyze and solve problems, to build relationships with people, and to take effective action. Each one enables you with its own skills, unique characteristics, and particular values about leading and living.

The Dreamer (CEO) is led by intuition, and fuels your ability to innovate. Look at Jeff Bezos and the *Washington Post*. His Dreamer is strong, so he sees a world full of possibilities. Facing an industry others see as dying, Bezos senses opportunity to create something wonderful and entirely new.

The Thinker (CFO) is led by reason, and equips you to analyze and evaluate information. Larry Summers and Janet Yellen are final contenders to replace Ben Bernanke because they have strong inner Thinkers, respected for sound judgment on complex issues. Political baggage aside, they're first-rate economists who base monetary policy on hard data. The inner Thinker excels at challenges like managing interest rates and defining ways to control inflation.

The Lover (VP of HR) is led by emotion, and knows how to manage relationships. International Monetary Fund Managing Director Christine Lagarde recently appealed to U.S. policy makers to deploy the communication skills of the Lover. She wants them to explain plans to safeguard global markets in light of changing American economic policy. The Lover's ability to get communication right is essential now to avoid a downward spiral in reactive global markets. Lagarde is no stranger to the importance of managing relationships well, as she heads a financial organization with 188 member countries.

The Warrior (COO) is led by willpower, and excels at taking action. In the work world, the inner Warrior steps forward to tell the hard truth, to take a stand for your values, and to roll up your sleeves to get things done. Think of Meg Whitman, Hewlett-Packard CEO. She concedes that HP has a long way to go. And yet, she says time and again, she's facing the challenges with a results-focus. As she wrote in a blog, "I don't want excuses. I want action." Whitman has determined to turn a once-great company around by taking aim at the Warrior's targets: improving execution and operations; making tough calls to control costs; and telling the hard truth to investors until HP is fully back on track.

In a business meeting without the CEO, the top team could miss the bold vision that's essential to an innovative strategy. No CFO, and the budget collapses. Without HR, the right people don't get hired or developed. If the COO's absent, it's all talk and no action. Sitting around a conference table, these leaders would bring their own expertise and priorities to the conversation. If anyone missed the meeting, the team would make decisions that lacked a perspective vital to the company's success. At the end of the day, a company will find itself in trouble if it doesn't envision possibilities, can't formulate a nuanced perspective, fails to care for its people, or turns in lackluster performance. **WINNING FROM WITHIN** makes a persuasive argument that *this is true for you, too*.

Fox knows readers will feel tempted to ask, "am I a Thinker?" or "am I a Warrior?", but she says those aren't the right questions. We all have *all* of these inner negotiators: we just use some of them a lot more often. The book points you instead to different questions, things like:

- 1) How do the Big Four operate in me today?
 - 2) How do I tap more of their skills and inner wisdom in the future?
 - 3) How do I best balance them with each other, as four inner executives working as one team?
- In other words, how do I negotiate effectively with myself?

Fox says these are good questions whether you're managing a team, leading a global organization, or running a household.

In Part Three of her book, Fox introduces the rest of your inner team, a trio she calls the "Transformers." Getting to know these parts of yourself is important, Fox says, because "you are more than your Big Four." The Transformers serve important functions as well, like an inner Board of Directors. These board members have a common mandate – they share general oversight of your Big Four. Each of them also has a unique role to play in your success and satisfaction. Fox explains each of them one at a time:

- Your **Lookout**, who actually looks *in* – paying attention to the Big Four as they're operating inside of you in any given moment
- Your **Captain**, who takes intel from the Lookout and then chooses a course of action for you
- The **Voyager**, the part of you that grows and develops over the many chapters of your life

WINNING FROM WITHIN provides practical tools, but it's far more than a how-to book of business advice. Putting the Big Four and the Transformers into one seven-step method gives general and business readers alike a clear way to understand themselves, their mindsets, and what motivates them. It shows them how they flourish, and how they get themselves into trouble. To the same extent that she offers pragmatic advice, Fox offers profound insights into leadership and life.

Fox's thinking and writing are striking because she takes readers on a deep dive of self-exploration without creating the sense of entering dangerous waters. In part that's because she illustrates her ideas with true stories of her own trials and tribulations, taking the developmental journey right along with us. The book is refreshing and fun to read because Fox talks right to the reader. As one reviewer wrote:

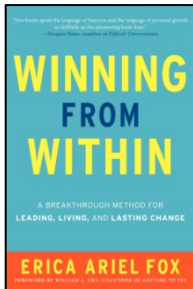
"One of the reasons this book is so valuable is because of the very personal way she relates to the reader. She comes across as a very good friend, sitting across the table having an insightful conversation. Her writing style is very engaging. She takes a very complex subject and makes it easy to understand. She is not writing about theory but about concepts she has personally experienced."

WINNING FROM WITHIN takes a stand for this premise: the most important negotiation in your life is "getting to yes" with yourself. Fox says she'll teach you how to do that, so you can start winning at everything else. The book makes a bold promise, and it delivers.

About the Author



Erica Ariel Fox has taught negotiation at Harvard Law School for close to 20 years. A highly sought-after advisor, Erica works with senior leaders around the world with her partners at Mobius Executive Leadership. She is also a Senior Advisor to McKinsey Leadership Development. Mixing nearly two decades of experience with business leaders and a personal touch, Erica brings a unique voice to the conversation about leading wisely and living well. She is a LinkedIn Influencer, and a contributor to the Harvard Business Review blog. Her posts have also appeared on Forbes.com, Bloomberg.com, and on the Huffington Post. She received her undergraduate degree from Princeton University and her law degree from Harvard Law School. She lives with her husband and step-son outside of Boston and in Amsterdam, The Netherlands.



Title: *WINNING FROM WITHIN: A Breakthrough Method for Leading, Living, and Lasting Change*

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www.EricaArielFox.com

Advance Praise for WINNING FROM WITHIN

“Erica Ariel Fox has created an imaginative, innovative, and powerful toolbox for helping manage our inner world. *Winning from Within* maps a path to a better life.”

— **Dan Goleman, bestselling author of *Emotional Intelligence***

“A remarkable contribution from a new voice. If you read one leadership book this year, pick *Winning from Within*.”

— **Marshall Goldsmith, bestselling author of *What Got You Here Won't Get You There***

“Erica Ariel Fox is an innovator in integrating transformational work with practical approaches to negotiation and leadership. Her new method will make a difference at work and home alike.”

— **Deepak Chopra, author of *The Soul of Leadership***

“A practical, illuminating guide to living our values and bringing wisdom to difficult situations. A wonderful resource for anyone who seeks a richer, more satisfying life.”

— **Sharon Salzberg, bestselling author of *Real Happiness***

“As a colleague, I’ve watched Erica develop groundbreaking work over many years at Harvard Law School. She is the right person at the right time to offer a new, more integrated, model of negotiation for people practicing leadership in business, in government and in nonprofit organizations.”

— **Ronald A. Heifetz, Founding Director, Center for Public Leadership at The Kennedy School; Author of *Leadership Without Easy Answers***

“Erica is simply one of the best leadership teachers of our time. Her book will change your life. It changed mine.”

— **Nate Boaz, Partner, McKinsey & Company**

“Erica Ariel Fox knows how to transform her audience and really make them think, question their beliefs, and change for the better. She is a cutting edge thought leader and change agent.”

— **Puja Sehgal Jaspal, Principal, Google Compensation Team, GOOGLE**

“*Winning from Within* is an epiphany and inner guidebook in one. It reveals how our goals and dreams can be reached through knowing and acting from our best selves, but more importantly it teaches us how to actually do this, in work and life. ”

— **C. Geoffrey McDonough, MD, President & CEO SOBI**

“*Winning from Within* offers a powerful and practical method for character development, a missing link in leadership development that is increasingly essential for new and seasoned executives alike. Fox’s unerring, beautiful prose makes the journey toward a better self one that you won’t want to miss.

— **Amy C. Edmondson, Novartis Professor of Leadership and Management, Harvard Business School, Author, *Teaming: How organizations learn, innovate and compete in the knowledge economy***

“Every so often a star is born, illuminating what we thought was commonplace and fundamentally rearranges the way we think. Erica Ariel Fox is such a star. She offers dazzling, deeply transformational insights, not merely into what we do, but into who we are. Read her. Your life could change.”

— **Kenneth Cloke, author of *Mediating Dangerously* Founder of Mediators Beyond Borders**

“After 25 years in the business, *Winning From Within* was simply the most impactful training I have ever experienced.”

— **Brian Ratte, North America Sales Leader, Industry Solutions, IBM**

“Spend time with Fox exploring the inner dynamics of negotiation and you’ll discover a new way of seeing oneself as a leader and human being. Deep conversations, experiential learning, and self-directed practices all help ‘interesting ideas’ drop from the head into the heart where they transform into personal commitments.”

— **Larry Dressler, Author, *Standing in the Fire***

“Many have discussed the characteristics of successful leaders; far fewer have illuminated how to be [emphasis] a more effective leader. Erica Ariel Fox provides invaluable advice here that is both insightful and pragmatic - clarifying the powerful ways in which the inner lives of leaders shape their external effectiveness.”

— **Mike Anderson, Chief Innovation Officer and Head of Leadership Services, Spencer Stuart**

“*Winning from Within* revolutionizes our state of leadership education for students and global leaders both in private and public sectors. It is exactly the guidebook we need as we navigate uncharted waters into the future.”

— **Dr. Mariko Gakiya, Faculty Director, Global Leadership Program of The University of Tokyo**

“Erica Ariel Fox has a wonderfully engaging style-clear, funny, touching. In this appealingly personal, professional, and practical book, Fox brings the world of negotiation to a whole new level, by including the missing dimension: the ‘inner game.’

— **Robert Kegan and Lisa Lahey, authors of *Immunity to Change* Faculty, Harvard University Graduate School of Education**

“Erica has the magical ability to meet people exactly where they are at any given moment. You simply have to experience her and the unforgettable energy she brings to the room.”

— **Jodi Hallstrom, US Department of Agriculture**

“I thought I knew myself, but not at the depths I found here. Erica introduced me to myself at a deeper level than I even knew was possible.”

— **Linda Goodman, Idaho Human Rights Commission**

“The central theme of Erica’s wonderful book is an idea whose time has come: to produce effective outcomes, we must lead from within. I have seen her in action, and she won me over.”

— **Zafer Achi, Director Emeritus, McKinsey & Company**

“I’ve worked with Erica and her team for years with both senior executives and line leaders. If you want to create a high performance culture, you don’t want to miss *Winning from Within*.”

— **Marko Satarain, Sr. Director, Head of Talent, Levi Strauss & Co.**

An interview with Erica Ariel Fox, author of WINNING FROM WITHIN

Q: You are a negotiation lecturer at Harvard Law School, but this book is really about having better interactions in every area of your life. Can you explain the connection?

People think negotiation happens only in boardrooms, or at international summits, but actually, you negotiate every time you try to influence someone, or they try to influence you. The book is about business and improving results at work, but it's also about negotiating the highways and byways of everyday life. That's the approach we take to the topic at the Program on Negotiation at Harvard Law School where I've been researching and teaching for nearly 20 years.

Q: How did you come to realize that the biggest obstacle in most of our interactions is ourselves?

I had a big insight on this after working with a senior judge. He'd served on the Supreme Court of his country for decades. When I asked about his biggest challenge, he told me about a conflict with his wife. He couldn't bring himself to ask her to stop choosing his tie for him. This had bothered him basically every day throughout a very long marriage. Such a powerful person didn't need help with assertiveness. He knew the words he could say. Like so many of us, to get him the results he wanted he needed to get out of his own way. Once I saw that at work in him, I started to see it everywhere.

Q: Can you explain the “performance gap” that your method seeks to bridge?

Have you ever intended to do one thing, but then you did something else entirely? You want to listen to your spouse at dinner, but get frustrated and start interrupting? You want to factor the input of the whole team, but you make a unilateral decision? You go in planning to offer an olive branch, but before you walk out you lay down the law? This is the Performance Gap – the difference between what we know we should say and do in theory, and what we all end up doing in real life. **WINNING FROM WITHIN** teaches you how to close those gaps.

Q: You write that getting your “Big Four” inner negotiators to work together is key to bridging this gap. Can you share a success story of such an inner negotiation in practice?

Think of Nelson Mandela. He used his ***Dreamer's*** vision to sustain him over 27 years in prison, his ***Thinker's*** understanding of complex policy challenges involved in uniting South Africa, a ***Lover's*** feel for developing relationships across a divided people, and a ***Warrior's*** determination to take concrete and purposeful action. As a leader, Mandela drew on all of the Big Four when he needed them.

Q: You coach executives and senior leaders through this process. What's the connection between the WINNING FROM WITHIN method and leadership?

Leaders focus on results. In public companies, they report to shareholders every quarter. With their eyes on short-term outcomes and measurable scores, they lose sight of how much their results link back to

their own mindsets and behaviors. **WINNING FROM WITHIN** shows them how to get higher performance by making shifts in their understanding of themselves and their way of leading other people. The impact is phenomenal.

Q: How can people apply these ideas in their personal lives?

WINNING FROM WITHIN has universal principles about how to bring out the best from yourself and create the life you really want. That applies to your marriage and your friendships the same way it does for organizations and businesses. The seven-step method helps you sort yourself out, so you can use your best skills and better nature. Over 20 years, I've coached thousands of people about improving their personal lives alongside the executives I advise.

Q: What is the one thing you hope readers will take away from your book?

Your life is full of so much possibility, more than you can even imagine from where you sit today. You have everything you need inside of you already. You can learn to live fully, and that choice brings not only success, but also great freedom and inner peace.