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## CBI Announces New Release: **Built to Win**

CBI is pleased to announce the publication of *Built to Win: Creating a World-Class Negotiating Organization*, authored by Hal Movius and Lawrence Susskind and published by Harvard Business Press. Hal Movius directs CBI's Assessment, Coaching, and Training program, working primarily to help companies improve their negotiation performance. Lawrence Susskind is Ford Professor of Urban and Environmental Planning at the Massachusetts Institute of Technology and founder of CBI.



Movius and Susskind argue that organizations err—and lose money—by treating negotiation as an individual skill, rather than a key organizational capacity. Successful organizations, they argue, treat negotiation as a core competence and align culture, learning, information sharing, and incentives to support best practices and good negotiation outcomes. Warren Bennis, author of *On Becoming a Leader*, writes that "this single point ... is the substrate of the book's genius." He further concludes that "*Built to Win* will upend or nullify the conventional wisdom of how many organizations view and do negotiations."

After a brief discussion of theory, the authors proceed to lay out a simple roadmap for those who are responsible for negotiation within their organizations. The book unveils a nine-step model to creating a world-class negotiating organization.

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To learn more about *Built to Win* and to read the authors' blog, visit [www.BuilttoWinBook.com](http://www.BuilttoWinBook.com).

## **Additional Resources**

Tom Peters calls *Built to Win* "Profoundly important ... This is a terrific book". To read more of Tom Peters' review, please read his [blog](#).

Purchase *Built to Win* at [Amazon.com](http://Amazon.com) or directly from [Harvard Business Publishing](http://Harvard Business Publishing).

Read an [article by Hal Movius from CBI Reports](#) about *Built to Win*.