

## Free Negotiation Harvard Business Essentials

Managing Creativity and Innovation  
3-d Negotiation  
Too Big to Jail  
Never Split the Difference: Negotiating As If Your Life Depended On It  
Negotiating the Impossible  
The Global Negotiator  
Difficult Conversations  
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Harvard Business Essentials  
HBR Guide to Negotiating (HBR Guide Series)  
HBR's 10 Must Reads on Negotiation (with bonus article "15 Rules for Negotiating a Job Offer" by Deepak Malhotra)  
Real Leaders Negotiate!  
Breakthrough Business Negotiation  
Right Game  
What Works  
The Art and Science of Negotiation  
The Book of Real-World Negotiations  
To 'joy My Freedom  
Negotiating the Nonnegotiable  
Negotiation (The Brian Tracy Success Library)  
The Art of Negotiation  
Dealmaking: The New Strategy of Negotiauctions

### Managing Creativity and Innovation

Strategic Negotiations makes a significant contribution to the literature on strategic choice (the explicit structuring by management and labor of business and bargaining strategies that use the economic and political environment as a framework to create bargaining power). The authors intentionally build upon previous work in *A Behavioral Theory of Labor Negotiations*, but this book also is a successful application of the three-tiered collective bargaining theory first developed in *The Transformation of American Industrial Relations*. Although scholars have identified strategic initiatives in the collective bargaining relationship, recent research has continued to emphasize economic explanations. This book provides an alternative framework of analysis. . . . [Strategic Negotiations] provides abundant evidence, both theoretical and empirical, that the traditional concerns of industrial relations researchers are still relevant.—*Industrial and Labor Relations Review*

### 3-d Negotiation

After two decades of hostile confrontation, China and the United States initiated negotiations in the early 1970s to normalize relations. Senior officials of the Nixon, Ford, Carter, and Reagan administrations had little experience dealing with the Chinese, but they soon learned that their counterparts from the People's Republic were skilled negotiators. This study of Chinese negotiating behavior explores the ways senior officials of the PRC--Mao Zedong, Zhou Enlai, Deng Xiaoping, and others--managed these high-level political negotiations with their new American "old friends." It follows the negotiating process step by step, and concludes with guidelines for dealing with Chinese officials. Originally written for the RAND Corporation, this study was classified because it drew on the official negotiating record. It was subsequently declassified, and RAND published the study in 1995. For this edition, Solomon has added a new introduction, and Chas Freeman has written an interpretive essay describing the ways in which Chinese negotiating

behavior has, and has not, changed since the original study. The bibliography has been updated as well.

## **Too Big to Jail**

Case method teaching immerses students in realistic business situations--which include incomplete information, time constraints, and conflicting goals. The class discussion inherent in case teaching is well known for stimulating the development of students' critical thinking skills, yet instructors often need guidance on managing that class discussion to maximize learning. Teaching with Cases focuses on practical advice for instructors that can be easily implemented. It covers how to plan a course, how to teach it, and how to evaluate it. The book is organized by the three elements required for a great case-based course: 1) advance planning by the instructor, including implementation of a student contract; 2) how to make leading a vibrant case discussion easier and more systematic; and 3) planning for student evaluation after the course is complete. Teaching with Cases is ideal for anyone interested in case teaching, whether basing an entire course on cases, using cases as a supplement, or simply using discussion facilitation techniques. To learn more about the book, and to see resources available, visit [teachingwithcases.hbsp.harvard.edu](http://teachingwithcases.hbsp.harvard.edu).

## **Never Split the Difference: Negotiating As If Your Life Depended On It**

In today's global business environment, an executive must have the skills and knowledge to navigate all stages of an international deal, from negotiations to managing the deal after it is signed. The aim of The Global Negotiator is to equip business executives with that exact knowledge. Whereas most books on negotiation end when the deal is made, Jeswald W. Salacuse will guide the reader from the first handshake with a potential foreign partner to the intricacies of making the international joint venture succeed and prosper, or should things go poorly, how to deal with getting out of a deal gone wrong. Salacuse illustrates the many ways in which an international deal may falter and the methods parties can use to save it, provides the necessary technical knowledge to structure specific business transactions, and explores the transformations to the international business landscape over the last decade.

## **Negotiating the Impossible**

Negotiation - whether hammering out a great job offer, settling a dispute with a client, drafting a contract, or making trade-offs between business units - is both a necessary and challenging aspect of business life. In the business world, confident negotiators are always in high demand. Bringing a difficult negotiation to a successful conclusion can be one of the most exhilarating - and valuable - aspects of business today. Packed with practical advice and handy tools, "Negotiation" will help any manager sharpen skills and yield a sizable payoff. Contents include: preparing the necessary information before a negotiation; managing multiparty negotiations; assessing the position of the opposing side; determining your sources of power and authority in a negotiation; and, recognizing the barriers to agreement

and how to overcome them. Readers can access free interactive tools on the Harvard Business Essentials companion web site. Series Adviser: Michael Watkins, Associate Professor Michael Watkins does research on negotiation and leadership. He is the coauthor of "Right From the Start: Taking Charge in a New Leadership Role" (HBS Press, 1999) and the author of "Taking Charge in Your New Leadership Role: A Workbook" (HBS Publishing, 2001), both of which examine how new leaders coming into senior management positions should spend their first six months on the job. This is the reliable source for busy managers. "The Harvard Business Essentials" series is designed to provide comprehensive advice, personal coaching, background information, and guidance on the most relevant topics in business. Drawing on rich content from Harvard Business School Publishing and other sources, these concise guides are carefully crafted to provide a highly practical resource for readers with all levels of experience. To assure quality and accuracy, each volume is closely reviewed by a specialized content adviser from a world class business school. Whether you are a new manager interested in expanding your skills or an experienced executive looking for a personal resource, these solution-oriented books offer reliable answers at your fingertips.

### **The Global Negotiator**

The great majority of startups fail, and most entrepreneurs who have succeeded have had to bounce back from serious mistakes. Entrepreneurs fumble key interactions because they don't know how to handle the negotiation challenges that almost always arise. They mistakenly believe that deals are about money when they are much more complicated than that. This book presents entrepreneurship as a series of interactions between founders, partners, potential partners, investors and others at various stages of the entrepreneurial process - from seed to exit. There are plenty of authors offering 'tips' on how to succeed as an entrepreneur, but no one else scrutinizes the negotiation mistakes that successful entrepreneurs talk about with the authors. As Dinnar and Suskind show, learning to handle emotions, manage uncertainty, cope with technical complexity and build long-term relationships are equally or even more important. This book spotlights eight big mistakes that entrepreneurs often make and shows how most can be prevented with some forethought. It includes interviews with high-profile entrepreneurs about their own mistakes. It also covers gender biases, cultural challenges, and when to employ agents to negotiate on your behalf. Aspiring and experienced entrepreneurs should pay attention to the negotiation errors that even the most successful entrepreneurs commonly make.

### **Difficult Conversations**

Negotiation--whether brokering a deal, mediating a dispute, or writing up a contract--is both a necessary and challenging aspect of business life. This guide helps managers to sharpen their skills and become more effective deal makers in any situation.

### **Beyond Winning**

A member of the world renowned Program on Negotiation at Harvard Law School

introduces the powerful next-generation approach to negotiation. A member of the world-renowned Program on Negotiation at Harvard Law School introduces the powerful next-generation approach to negotiation. For many years, two approaches to negotiation have prevailed: the "win-win" method exemplified in *Getting to Yes* by Roger Fisher, William Ury, and Bruce Patton; and the hard-bargaining style of Herb Cohen's *You Can Negotiate Anything*. Now award-winning Harvard Business School professor Michael Wheeler provides a dynamic alternative to one-size-fits-all strategies that don't match real world realities. *The Art of Negotiation* shows how master negotiators thrive in the face of chaos and uncertainty. They don't trap themselves with rigid plans. Instead they understand negotiation as a process of exploration that demands ongoing learning, adapting, and influencing. Their agility enables them to reach agreement when others would be stalemated. Michael Wheeler illuminates the improvisational nature of negotiation, drawing on his own research and his work with Program on Negotiation colleagues. He explains how the best practices of diplomats such as George J. Mitchell, dealmaker Bruce Wasserstein, and Hollywood producer Jerry Weintraub apply to everyday transactions like selling a house, buying a car, or landing a new contract. Wheeler also draws lessons on agility and creativity from fields like jazz, sports, theater, and even military science.

### **Getting Past No**

"Find out how to successfully resolve your most emotionally charged conflicts. In this landmark book, world-renowned Harvard negotiation expert Daniel Shapiro presents a groundbreaking, practical method to reconcile your most contentious relationships and untangle your toughest conflicts. Before you get into your next conflict, read *Negotiating the Nonnegotiable*. It is not just "another book on conflict resolution," but a crucial step-by-step guide to resolve life's most emotionally challenging conflicts--whether between spouses, a parent and child, a boss and an employee, or rival communities or nations. These conflicts can feel nonnegotiable because they threaten your identity and trigger what Shapiro calls the Tribes Effect, a divisive mind-set that pits you against the other side. Once you fall prey to this mind-set, even a trivial argument with a family member or colleague can mushroom into an emotional uproar. Shapiro offers a powerful way out, drawing on his pioneering research and global fieldwork in consulting for everyone from heads of state to business leaders, embattled marital couples to families in crisis. And he also shares his insights from negotiating with three of the world's toughest negotiators--his three young sons. This is a must read to improve your professional and personal relationships"--

### **Negotiation**

Offers advice on how to negotiate with difficult people, showing readers how to stay cool under pressure, disarm an adversary, and stand up for themselves without provoking opposition

### **Beyond Reason**

Conflict is inevitable, in both deals and disputes. Yet when clients call in the

lawyers to haggle over who gets how much of the pie, traditional hard-bargaining tactics can lead to ruin. Too often, deals blow up, cases don't settle, relationships fall apart, justice is delayed. *Beyond Winning* charts a way out of our current crisis of confidence in the legal system. It offers a fresh look at negotiation, aimed at helping lawyers turn disputes into deals, and deals into better deals, through practical, tough-minded problem-solving techniques.

## **Negotiating at Work**

Two top business professors offer up the only negotiation book you'll ever need. Do you know what you want? How can you make sure you get it? Or rather, how can you convince others to give it to you? Almost every interaction involves negotiation, yet we often miss the cues that would allow us to make the most of these exchanges. In *Getting (More of) What You Want*, Margaret Neale and Thomas Lys draw on the latest advances in psychology and behavioral economics to provide new strategies for negotiation that take into account people's irrational biases as well as their rational behaviors. Whether you're shopping for a car, lobbying for a raise, or simply haggling over who takes out the trash, *Getting (More of) What You Want* shows how negotiations regularly leave significant value on the table—and how you can claim it.

## **Strategic Negotiations**

*Breakthrough Business Negotiation* is a definitive guide to negotiating in any business situation. This smart and practical book by Michael Watkins, a leading expert in negotiation at Harvard Business School, presents principles that apply to any negotiation situation and tools to achieve breakthrough results. Step by step, *Breakthrough Business Negotiation* demonstrates how to diagnose a situation, build coalitions, manage internal decision making, persuade others, organize a deal cycle, and create strategic alliances. Watkins also explains how to prevent disputes from poisoning deals.

## **Getting to Yes**

“Written in the same remarkable vein as *Getting to Yes*, this book is a masterpiece.” —Dr. Steven R. Covey, author of *The 7 Habits of Highly Effective People* • Winner of the Outstanding Book Award for Excellence in Conflict Resolution from the International Institute for Conflict Prevention and Resolution • In *Getting to Yes*, renowned educator and negotiator Roger Fisher presented a universally applicable method for effectively negotiating personal and professional disputes. Building on his work as director of the Harvard Negotiation Project, Fisher now teams with Harvard psychologist Daniel Shapiro, an expert on the emotional dimension of negotiation and author of *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*. In *Beyond Reason*, Fisher and Shapiro show readers how to use emotions to turn a disagreement—big or small, professional or personal—into an opportunity for mutual gain. From the Trade Paperback edition.

## **Bargaining with the Devil**

"In this book, an advisor on academic administration offers insights, analysis, and advice on handling complaints, negotiating disagreements, dealing with accusations of unethical behavior, and coping with difficult people. C. K. Gunsalus uses scenarios based on real-life cases, and examples from negotiation, intellectual property law, and child-rearing, to help guide both novice and experienced academic administrators through the everyday dilemmas of management in not-entirely-manageable environments."--BOOK JACKET.

## **Negotiation Genius**

### **Negotiation**

Real world negotiation examples and strategies from one of the most highly respected authorities in the field This unique book can help you change your approach to negotiation by learning key strategies and techniques from actual cases. Through hard to find real world examples you will learn exactly how to effectively and productively negotiate. The Book of Real World Negotiations: Successful Strategies from Business, Government and Daily Life shines a light on real world negotiation examples and cases, rather than discussing hypothetical scenarios. It reveals what is possible through preparation, persistence, creativity, and taking a strategic approach to your negotiations. Many of us enter negotiations with skepticism and without understanding how to truly negotiate well. Because we lack knowledge and confidence, we may abandon the negotiating process prematurely or agree to deals that leave value on the table. The Book of Real World Negotiations will change that once and for all by immersing you in these real world scenarios. As a result, you'll be better able to grasp the true power of negotiation to deal with some of the most difficult problems you face or to put together the best deals possible. This book also shares critical insights and lessons for instructors and students of negotiation, especially since negotiation is now being taught in virtually all law schools, many business schools, and in the field of conflict resolution. Whether you're a student, instructor, or anyone who wants to negotiate successfully, you'll be able to carefully examine real world negotiation situations that will show you how to achieve your objectives in the most challenging of circumstances. The cases are organized by realms—domestic business cases, international business cases, governmental cases and cases that occur in daily life. From these cases you will learn more about: Exactly how to achieve Win-Win outcomes The critical role of underlying interests The kind of thinking that goes into generating creative options How to consider your and the other negotiator's Best Alternative to a Negotiated Agreement (BATNA) Negotiating successfully in the face of power Achieving success when negotiating cross-culturally Once you come to understand through these cases that negotiation is the art of the possible, you'll stop saying "a solution is impossible." With the knowledge and self-assurance you gain from this book, you'll roll up your sleeves and keep negotiating until you reach a mutually satisfactory outcome!

### **The College Administrator's Survival Guide**

Presents a comprehensive guide to the essential skills, strategies, techniques, and

creative mindset of successful negotiation, drawing on the latest behavioral research and real-life case studies to explain how to prepare for and execute negotiations, from identifying opportunities to overcoming resistance and defusing hardball tactics. Reprint. 30,000 first printing.

## **Harvard Business Review on Negotiation and Conflict Resolution**

### **Negotiation**

As the Civil War drew to a close, newly emancipated black women workers made their way to Atlanta--the economic hub of the newly emerging urban and industrial south--in order to build an independent and free life on the rubble of their enslaved past. In an original and dramatic work of scholarship, Tera Hunter traces their lives in the postbellum era and reveals the centrality of their labors to the African-American struggle for freedom and justice. Household laborers and washerwomen were constrained by their employers' domestic worlds but constructed their own world of work, play, negotiation, resistance, and community organization. Hunter follows African-American working women from their newfound optimism and hope at the end of the Civil War to their struggles as free domestic laborers in the homes of their former masters. We witness their drive as they build neighborhoods and networks and their energy as they enjoy leisure hours in dance halls and clubs. We learn of their militance and the way they resisted efforts to keep them economically depressed and medically victimized. Finally, we understand the despair and defeat provoked by Jim Crow laws and segregation and how they spurred large numbers of black laboring women to migrate north. Hunter weaves a rich and diverse tapestry of the culture and experience of black women workers in the post-Civil War south. Through anecdote and data, analysis and interpretation, she manages to penetrate African-American life and labor and to reveal the centrality of women at the inception--and at the heart--of the new south.

### **Negotiation Analysis**

Packed with practical information designed for business readers and managers at all levels, this essential volume offers insights on managing creativity in groups, developing creative conflict, and using technology to help foster innovation.

### **Getting (More of) What You Want**

Negotiation is an essential element of almost all of our interactions--personally and professionally. It's part of how we establish relationships, work together, and arrive at solutions for our clients, our organizations, and ourselves. Simply put, those who don't negotiate well risk falling victim to those who do. Throughout his career, success expert Brian Tracy has negotiated millions of dollars worth of contracts. Now, with this concise guide, you too can become a master negotiator and learn how to: \* Utilize the six key negotiating styles \* Harness the power of emotion in hammering out agreements \* Use time to your advantage \* Prepare like a pro and enter any negotiation from a position of strength \*Gain clarity on areas of

agreement and disagreement \* Develop win-win outcomes \* Use the power of reciprocity \* Know when and how to walk away \* Apply the Law of Four \* Plus much more Smart negotiation can save you time and money, make you more effective, and contribute substantially to your career. Jam-packed with Brian Tracy's trademark wisdom, this practical and portable book puts the power of negotiation right in your hands.

## **Teaching with Cases**

With contributions from top scholars in the field of negotiation, this clear and entertaining volume effectively blends technique with theory to present frameworks for effective negotiating, analyses of person-to-person negotiating situations and applications in organizational settings. Building on the concept that conflict, when managed well, can provide the impetus for growth, constructive change and mutual benefit, the book is dedicated to breaking the paradigm of winning and losing and transforming negotiation into a search for improved solutions to problems.

## **Entrepreneurial Negotiation**

Learn to be a better negotiator--and achieve the outcomes you want. If you read nothing else on how to negotiate successfully, read these 10 articles. We've combed through hundreds of Harvard Business Review articles and selected the most important ones to help you avoid common mistakes, find hidden opportunities, and win the best deals possible. This book will inspire you to: Control the negotiation before you enter the room Persuade others to do what you want--for their own reasons Manage emotions on both sides of the table Understand the rules of negotiating across cultures Set the stage for a healthy relationship long after the ink has dried Identify what you can live with and when to walk away This collection of articles includes: "Six Habits of Merely Effective Negotiators" by James K. Sebenius; "Control the Negotiation Before It Begins" by Deepak Malhotra; "Emotion and the Art of Negotiation" by Alison Wood Brooks; "Breakthrough Bargaining" by Deborah M. Kolb and Judith Williams; "15 Rules for Negotiating a Job Offer" by Deepak Malhotra; "Getting to Si, Ja, Oui, Hai, and Da" by Erin Meyer; "Negotiating Without a Net: A Conversation with the NYPD's Dominick J. Misino" by Diane L. Coutu; "Deal Making 2.0: A Guide to Complex Negotiations" by David A. Lax and James K. Sebenius; "How to Make the Other Side Play Fair" by Max H. Bazerman and Daniel Kahneman; "Getting Past Yes: Negotiating as if Implementation Mattered" by Danny Ertel; "When to Walk Away from a Deal" by Geoffrey Cullinan, Jean-Marc Le Roux, and Rolf-Magnus Weddigen.

## **Ask for More**

A study of the mechanics, practice, and application of negotiation explains the processes of negotiation and offers practical instruction in developing and improving negotiation skills

## **Chinese Negotiating Behavior**

Leading Minds and Landmark Ideas In An Easily Accessible Format From the preeminent thinkers whose work has defined an entire field to the rising stars who will redefine the way we think about business, The Harvard Business Review Paperback Series delivers the fundamental information today's professionals need to stay competitive in a fast-moving world. Managers at every level, and in every industry, must balance various working styles, build efficient management teams, and develop sharp negotiation skills to remain competitive. Harvard Business Review on Negotiation and Conflict Resolution offers a selection of the best thinking on negotiation practice and managing conflict in organizational settings. A Harvard Business Review Paperback.

### **Harvard Business Essentials**

Forget about the hard bargain. Whether you're discussing the terms of a high-stakes deal, forming a key partnership, asking for a raise, or planning a family event, negotiating can be stressful. One person makes a demand, the other concedes a point. In the end, you settle on a subpar solution in the middle—if you come to any agreement at all. But these discussions don't need to be win-or-lose situations. Written by negotiation expert Jeff Weiss, the HBR Guide to Negotiating provides a disciplined approach to finding a solution that works for everyone involved. Using a seven-part framework, this book delivers tips and advice to move you from a game of concessions and compromises to one of collaboration and creativity, resulting in better outcomes and better working relationships. You'll learn how to: Prepare for your conversation Understand everyone's interests Craft the right message Work with multiple parties Disarm aggressive negotiators Choose the best solution

### **HBR Guide to Negotiating (HBR Guide Series)**

**\*\*Instant Wall Street Journal Bestseller\*\*** “A joy to read.” —Douglas Stone and Sheila Heen, authors of *Difficult Conversations* “Like having a negotiation coach in your corner...giving you the courage to ask for more.” —Linda Babcock, author of *Women Don't Ask* *Ask for More* shows that by asking better questions, you get better answers—and better results from any negotiation. Negotiation is not a zero-sum game. It's an essential skill for your career that can also improve your closest relationships and your everyday life, but often people shy away from it, feeling defeated before they've even started. In this groundbreaking new book on negotiation, *Ask for More*, Alexandra Carter—Columbia law professor and mediation expert who has helped students, business professionals, the United Nations, and more—offers a straightforward, accessible approach anyone can use to ask for and get more. We've been taught incorrectly that the loudest and most assertive voice prevails in any negotiation, or otherwise both sides compromise, ending up with less. Instead Carter shows that you get far more value by asking the right questions of the person you're negotiating with than you do from arguing with them. She offers a simple yet powerful ten-question framework for successful negotiation where both sides emerge victorious. Carter's proven method extends far beyond one “yes” and instead creates value that lasts a lifetime. *Ask for More* gives you the tools to bring clarity and perspective to any important discussion, no matter the topic.

## **HBR's 10 Must Reads on Negotiation (with bonus article "15 Rules for Negotiating a Job Offer" by Deepak Malhotra)**

Some negotiations are easy. Others are more difficult. And then there are situations that seem completely hopeless. Conflict is escalating, people are getting aggressive, and no one is willing to back down. And to top it off, you have little power or other resources to work with. Harvard professor and negotiation adviser Deepak Malhotra shows how to defuse even the most potentially explosive situations and to find success when things seem impossible. Malhotra identifies three broad approaches for breaking deadlocks and resolving conflicts, and draws out scores of actionable lessons using behind-the-scenes stories of fascinating real-life negotiations, including drafting of the US Constitution, resolving the Cuban Missile Crisis, ending bitter disputes in the NFL and NHL, and beating the odds in complex business situations. But he also shows how these same principles and tactics can be applied in everyday life, whether you are making corporate deals, negotiating job offers, resolving business disputes, tackling obstacles in personal relationships, or even negotiating with children. As Malhotra reminds us, regardless of the context or which issues are on the table, negotiation is always, fundamentally, about human interaction. No matter how high the stakes or how protracted the dispute, the object of negotiation is to engage with other human beings in a way that leads to better understandings and agreements. The principles and strategies in this book will help you do this more effectively in every situation.

### **Real Leaders Negotiate!**

Describes a method of negotiation that isolates problems, focuses on interests, creates new options, and uses objective criteria to help two parties reach an agreement

### **Breakthrough Business Negotiation**

For years, academic thinking on negotiations and auctions has matured in different silos. Negotiation theory focused on deals between two parties, investigating psychological motivations and invoking ideas like 'best alternative to a negotiated agreement.' Auction theory, on the other hand, focused exclusively on situations where multiple bidders were involved and the highest bidder won. Harvard Business School professor Guhan Subramanian specializes in understanding how deals. As he studied deals in the news, observed deals as a participant and invited legendary dealmakers into his classroom, one commonality kept cropping up. Assets most often change hand not in a pure negotiation or a pure auction, but by a mechanism that freely combines elements from both schools of thought. Negotiators are 'fighting on two fronts' across the table, but also on the same side of the table with known, unknown, or possible competitors. In Negotiauctions, Subramanian provides a lively tour of both negotiation and auction theory, following those summaries with an in-depth look at his hybrid theory that includes strategies that readers can use in real life situations. Along the way Subramanian employs multiple case studies, from studio negotiations over a new season of the TV show Frasier to his own experience purchasing a car. Classroom tested in one of

the world's best business schools, Negotiations is an indispensable how-to guide for anyone involved in the sale of high-value assets.

## Right Game

Business Fundamentals are collections of Harvard Business School background materials, reflecting HBS courses and supplemented by self-study aids. This collection presents an overview of negotiation strategy and tactics. Each piece offers practical frameworks and useful advice for managing different aspects of negotiation, an essential managerial skill. As part of the Business Fundamentals series, this collection contains materials used in Harvard Business School's MBA and executive education programs. The collection includes the following items: "Negotiation Analysis: An Introduction" by Michael A. Wheeler; "Rethinking 'Preparation' in Negotiation" by Michael Watkins; "Dealmaking Essentials: Creating and Claiming Value for the Long Term" by James K. Sebenius; "Two Psychological Traps in Negotiation" by George Wu; "How to Frame a Message: The Art of Persuasion and Negotiation" by Lyle Sussman; "Errors in Social Judgment: Implications for Negotiation and Conflict Resolution, Part 1" by Robert J. Robinson; "Breakthrough Bargaining" by Deborah M. Kolb and Judith Williams; "Building Coalitions" by Herminia Ibarra; "Six Habits of Merely Effective Negotiators" by James K. Sebenius; and "Dynamic Negotiation: Seven Propositions About Complex Negotiations" by Michael Watkins.

## What Works

When discussing being stuck in a "win-win vs. win-lose" debate, most negotiation books focus on face-to-face tactics. Yet, table tactics are only the "first dimension" of David A. Lax and James K. Sebenius' pathbreaking 3-D Negotiation (TM) approach, developed from their decades of doing deals and analyzing great dealmakers. Moves in their "second dimension"—deal design—systematically unlock economic and noneconomic value by creatively structuring agreements. But what sets the 3-D approach apart is its "third dimension": setup. Before showing up at a bargaining session, 3-D Negotiators ensure that the right parties have been approached, in the right sequence, to address the right interests, under the right expectations, and facing the right consequences of walking away if there is no deal. This new arsenal of moves away from the table often has the greatest impact on the negotiated outcome. Packed with practical steps and cases, 3-D Negotiation demonstrates how superior setup moves plus insightful deal designs can enable you to reach remarkable agreements at the table, unattainable by standard tactics.

## The Art and Science of Negotiation

Business is like war: The best combatant wins while the worst loses, right? Not necessarily. Companies can succeed spectacularly without destroying others. And they can lose miserably after competing well. Exceptional businesses win by actively shaping the game they're playing, not playing the game they find. The Right Game shows you how to do this—by altering who's competing, what value each player brings to the table, and which rules and tactics players use. Since

1922, Harvard Business Review has been a leading source of breakthrough ideas in management practice. The Harvard Business Review Classics series now offers you the opportunity to make these seminal pieces a part of your permanent management library. Each highly readable volume contains a groundbreaking idea that continues to shape best practices and inspire countless managers around the world.

## **The Book of Real-World Negotiations**

This masterly book substantially extends Howard Raiffa's earlier classic, *The Art and Science of Negotiation*. It does so by incorporating three additional supporting strands of inquiry: individual decision analysis, judgmental decision making, and game theory. Each strand is introduced and used in analyzing negotiations. The book starts by considering how analytically minded parties can generate joint gains and distribute them equitably by negotiating with full, open, truthful exchanges. The book then examines models that disengage step by step from that ideal. It also shows how a neutral outsider (intervenor) can help all negotiators by providing joint, neutral analysis of their problem. Although analytical in its approach—building from simple hypothetical examples—the book can be understood by those with only a high school background in mathematics. It therefore will have a broad relevance for both the theory and practice of negotiation analysis as it is applied to disputes that range from those between family members, business partners, and business competitors to those involving labor and management, environmentalists and developers, and nations.

## **To 'joy My Freedom**

The art of negotiation—from one of the country's most eminent practitioners and the Chair of the Harvard Law School's Program on Negotiation. One of the country's most eminent practitioners of the art and science of negotiation offers practical advice for the most challenging conflicts—when you are facing an adversary you don't trust, who may harm you, or who you may even feel is evil. This lively, informative, emotionally compelling book identifies the tools one needs to make wise decisions about life's most challenging conflicts.

## **Negotiating the Nonnegotiable**

Gender equality is a moral and a business imperative. But unconscious bias holds us back and de-biasing minds has proven to be difficult and expensive. Behavioral design offers a new solution. Iris Bohnet shows that by de-biasing organizations instead of individuals, we can make smart changes that have big impacts—often at low cost and high speed.

## **Negotiation (The Brian Tracy Success Library)**

American courts routinely hand down harsh sentences to individuals, but a very different standard of justice applies to corporations. *Too Big to Jail* takes readers into a complex, compromised world of backroom deals, for an unprecedented look at what happens when criminal charges are brought against a major company in

the United States.

## **The Art of Negotiation**

This book examines the central role of negotiation in gaining, exercising, and retaining leadership within organizations, large and small, public and private. Its aim is to instruct readers on the way to use negotiation to lead effectively. For far too long conventional wisdom has proposed that strong leaders refuse to negotiate, viewing negotiation as a sign of weakness. Leading people requires charisma, vision, and a commanding presence, not the tricks for making deals. For many executives, negotiation is a tool to use outside the organization to deal with customers, suppliers, and creditors. Inside the organization, it's strictly "my way or the highway." Salacuse explains that leaders can increase their effectiveness by using negotiation in each of the three phases of the leadership lifecycle: 1) leadership attainment, 2) leadership action; and 3) leadership preservation and loss. Drawing on experience in wide variety of settings, including the author's own leadership positions, the book will examine high profile leadership cases such as the rise and fall of Carly Fiorina at Hewlett-Packard, the skillful negotiations by Warren Buffet to save Salomon Brothers from extinction, and the successful efforts by the partners at Goldman Sachs to negotiate a new vision and direction for that financial giant. Leaders and managers should pick up this book to learn how effective negotiation is essential to both gaining and exercising leadership and to overcoming threats to a leader's position.

## **Dealmaking: The New Strategy of Negotiauctions**

Offers advice on working gracefully and effectively through such confrontational situations as ending relationships and asking for a raise, identifying key adjustments necessary to the dialogue process.

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