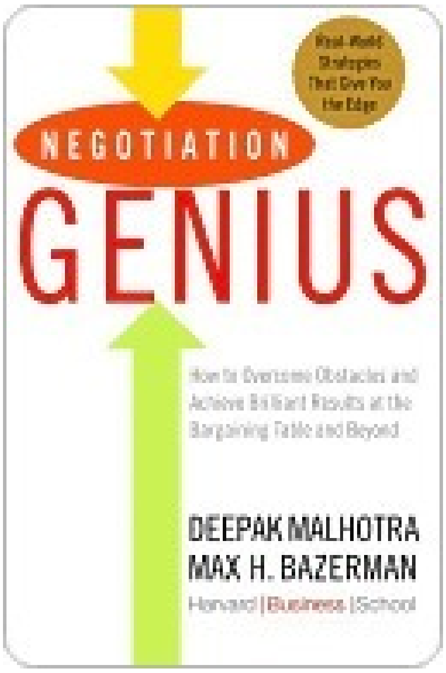

Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond

Deepak Malhotra , Max H. Bazerman

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Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond Deepak Malhotra , Max H. Bazerman
From two leaders in executive education at Harvard Business School, here are the mental habits and proven strategies you need to achieve outstanding results in any negotiation.

Whether you've "seen it all" or are just starting out, **Negotiation Genius** will dramatically improve your negotiating skills and confidence. Drawing on decades of behavioral research plus the experience of thousands of business clients, the authors take the mystery out of preparing for and executing negotiations—whether they involve multimillion-dollar deals or improving your next salary offer.

What sets negotiation geniuses apart? They are the men and women who know how to:

•Identify negotiation opportunities where others see no room for discussion

•Discover the truth even when the other side wants to conceal it

•Negotiate successfully from a position of weakness

•Defuse threats, ultimatums, lies, and other hardball tactics

•Overcome resistance and "sell" proposals using proven influence tactics

•Negotiate ethically and create trusting relationships—along with great deals

•Recognize when the best move is to walk away

•And much, much more

This book gets "down and dirty." It gives you detailed strategies—including talking points—that work in the real world even when the other side is hostile, unethical, or more powerful. When you finish it, you will already have an action plan for your next negotiation. You will know what to do and why. You will also begin building your own reputation as a negotiation genius.

Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond Details

Date	:	Published (first published 2007)
ISBN	:	
Author	:	Deepak Malhotra , Max H. Bazerman
Format	:	Kindle Edition 352 pages
Genre	:	Business, Nonfiction, Self Help, Psychology, Management, Leadership

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From Reader Review Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond for online ebook

William Archer says

Fascinating examination of negotiation tactics and strategy

The breadth of situations presented here is notable. The material is densely packed in that each page requires reading and reflection. Skimming will not pay! A second or third reading over time would likely reward further. The major lesson for me was preparation is key, analysis of both sides of the negotiation required and that creating value is a form of building trust itself an important medium for effective negotiation. The observations about the negotiating skills of a diplomat taught me to look at the wide picture even while focusing on fine levels of detail. I sense negotiation is a signal, a signal that ripples out from the counter parties.

This book helped me through a negotiation I was not especially prepared for.

Chris says

I'd like to give the book 3.5 stars. I think this book provides excellent real-world examples of negotiating value-creating solutions for all parties to an agreement. While this is a business book, the principles discussed are applicable more generally to how we 'negotiate' the world.

Negotiation Genius is doggedly practical, and that's both its greatest strength, and greatest weakness. I arrived at this book through the earlier work of Max Bazerman on cognitive biases, "Judgment in Managerial Decision-Making," a slim yet dense text that delved deeply into the theory that underlines much of Negotiation Genius, which provides relatively few glimpses of the more interesting (to me) cognitive subtext.

In sum, this is not a great book, but its not meant to be -- it's a useful book. If you want to figure out how to get that raise on a personal level, or make the 'big deal' on the business level, this book will provide you with productive habits of thought to improve how you negotiate your way through the real world.

Tim L says

Negotiation Genius: Take-Away Points

Introduction: Becoming a negotiation genius
Negotiation genius is a person who manages to negotiate successful deals-consistently- while still maintaining their integrity and strengthening their relationships and reputation.
Fight over exclusivity- supplier for multiple customers won’t budge
Diplomatic Impasse- UN wants the money the US owes
A last minute demand- the contract changes (major) at the last minute
A campaign catastrophe- Campaign manager prints all the pamphlets with a copy written photo.

Most business schools teach some sort of negotiation class because its important.

Chapter 1: Claiming Value in a Negotiation
Roosevelt’s campaign manager printed pamphlets with a photo he didn’t have rights to. Presented it as an opportunity to the photographer for publicity. 60 million dollar swing in fates.
Value is whatever people find useful or desirable
Can measure in many different ways ($, utility, happiness)
Hamilton real estate case
Batna: Best alternative to negotiated agreement
Reservation value: walk away point
Other parties BATNA: what would happen if the other side walked away
Other parties reservation value:
ZOPA: zone of possible agreement
It depends who makes the first offer (anchor)

Chapter 2: Creating Value in Negotiation
UN problem was solved using a time deadline and pushing it out past the fiscal year
Multi-issue negotiation: things are more complicated than a single price between 2 parties
Moms.com example negotiation episode prices for a sitcom
Effective negotiators look for opportunities to create value by making trades across multiple issues
more issues = more currency
Pareto improvement: one party improves from something the other party has no value for
Contingency contracts: control future outcomes and minimize risk
Always identify the reservation value of the overall package
There is a difference between value claiming and value creation
70% of two different pies gives a different number

Chapter 3: Investigative Negotiation
European supplier didn’t want to accept exclusivity rights. Chris asked “why”
Don’t just ask what- ask why. what only distracts people.
Seek to reconcile interests, not demands. Focus on each parties underlying interests
Create common ground with uncommon allies: Republicans donated to Nader campaign to undermine Kerry
Interpret demands as opportunities: builder gets a bonus for early finish
Don’t dismiss anything as their problem: work together to find a better solution to the problems
Don’t let negotiations end with a rejection of your offer: always ask for an explanation and why
Difference between selling and negotiation: Listen to customer needs!
Overall, ask questions! ask why/how and probe deeper into motivations
More information the better

Chapter 4: When Rationality Fails: Biases of the Mind

Hockey example, everybody lost because they looked at as piece of the pie. But there was no pie left.
Advising people to be rational is sufficient because we aren’t predictable and systematic
Fixed pie: I win, you lose mindset
USSR proposals were instantly rejected by the US because what’s good for them is fundamentally bad for us
Vividness Bias: what stands out to others sometimes takes too much weight
You can give values to important aspects in a negotiation to avoid this
Non-rational escalation of commitment: once someone starts betting on the $100 they can’t stop even if it

just digs the whole deeper.
Constantly re-evaluate your reference point like gamblers
Take an outsiders point of view
Watch out for framing, people are risk averse

Chapter 8: Blind Spots in Negotiation
Boston Scientific executed the second worst merger in history because they were focused on the small transaction not the big picture
Bounded awareness: ignoring information outside your scope
Parties away from the table can have a great effect on the current negotiation
United and American ran into this problem, united sent a public letter saying that it would meet any offer but it would be unwise. Nobody bid.
The other side can have rules which would trump the negotiation and any offer you provide. By understanding these you can win
Other sides information is also a blind spot
Bid zero on the exercise
Winner’s curse: we fail to recognize that the benefit to us of making an offer depends on the offer being accepted and acceptance is most likely to occur when we have offered too much.
People are more willing to bet on their likelihood of winning a competition than otherwise
Approach every negotiation as a mystery to be solved and make it a point to carefully identify your assumptions

Chapter 11: Negotiation from a position of weakness
Don’t reveal how weak you are
Overcome your weakness by leveraging their weakness, i.e. don’t forget to calculate their BATNA
Identify and Leverage your distinct value proposition DVP beyond what they are looking for what makes you stand out
Consider relinquishing what little power you have. Acknowledge their position but give all the upsides of yours
Strategize on the basis of your whole portfolio. Lose a couple contracts so you can keep your margin and it evens out
Increase your strength by building coalitions, unions
They may need you to survive (romania and communism)
Understand and attack the source of their power (planned parenthood has people make donations based on the number of protesters)
Give information away which could be used against you
being weak is unavoidable stick to your fundamentals of prep work and careful strategy planning

Chapter 12: When Negotiations Get Ugly: Dealing with Irrationality, Distrust, Anger, Threats and Ego
Cuban missile crisis, both sides desperately needed a way to save face publicly
Be very careful in labeling someone irrational. There is usually a hidden cause.
You are not stupid, you are just ignorant. Inform them
Hidden constraints or relationships that would be harmed can cause irrationality
Hidden interests can create irrationality. Investigate completely
Trust is essential in relationships; hence, it is critical ingredient in negotiation.
Trust and distrust scale is similar to reading for Tony
Dealing with anger: why are they angry?
Give voice to it, natural to cut them off and try to calm, but they need their voice to be heard. I really like this point and I’m going to use it going forward.

The best block is don’t be there
Ultimatums: ignore it completely
Neutralize any other threats ahead of time
If it’s not credible let them know
Help all parties save face in irrational decisions

Chapter 14: The Path to Genius
Experience is a dear teacher, but fools will learn no other
Don’t blame external factors for failures, look at internal and learn from it
Perfect is the enemy of good, try things make changes and don’t be paralyzed by perfection
Take aways for using the book, read it again, ID a key concept and try it, ID people to discuss it with
Look at constraints to improving negotiations (corporate structures or incentives)
EVERYTHING is negotiable
Negotiation is not about haggling over a price of a car, it is about understanding basic principles of human interaction
to become a genius its a combination of natural ability and lot of hard work

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John Robben says

This book is the definitive guide and manual to understanding negotiations and applying simple principles. This book teaching you, in very easy to understand terms, everything from preparing for negotiations to getting more through a better understanding.

Truly an excellent book. I have applied these principles in real negotiations and have come out with more on every occasion. This book is a must read.

Benjamin says

I'm a big fan of the "Harvard school" approach to negotiation, and Malhotra and Bazerman add to the impressive collection of negotiation books that have come out of HLS and HBS. They build on "Getting to Yes" and add tools and insights that are really useful in understanding and practicing negotiation. Great read for anyone wanting to improve negotiation skills.

Tigran Mamikonian says

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- ????? ?????? ???? ?????? ???????????? ??? ?????????? ???????????????? ?????? ?????????? ????? ???????? ??? ???? ????????????? ?????????????? (ZOPA) - ?????, ?? ??????? ?? ?????? (? ??? ?????? ????? ?? ??????:)
- ??? ????????? ???????????? ???? ???????????, ??????? ???? ?????????? ? ???????? ????? ????????? ??????, ? ???? ????? 4 ????? ?????????? ????…?????? ??????????? ????????? ? ????????? ???????? ?????????.
- ???????? ?????????. ??? ?????????? ?????? ???? ?? ?????? ?????????, ?? ? ????????? ???????????????. ?????? ??????? ??????.
- Post settlement settlement - ?????????????? ????? ??????????????? - ??????? ????!
- ?????? ??????? ????? ? ????? ??????, ? ??????? ?? ????????… ????? ????? ????????????? ? ???????????? ?????? ????????.
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????? 1: ?????????????? ????????????? / Negotiator’s toolkit:
- ????? 1: ?????????? ?????? ??????? / Claiming value
- ????? 2: ???????? ???????? / Creating value
- ????? 3: ????????????????? ????? ??????????? / Investigative negotiation

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- ????? 4: ????? ??????? ????????? ???? ????????????? ??-?? ?????????? ??????
- ????? 5: ????? ??????? ????????? ???? ????????????? ?? ???? ??????
- ????? 6: ???????????? ?????????? ? ?????????????? ????

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- ????? 7: ?????? ??????? / Strategies of influence
- ????? 8: ?????? ????? ? ???????????
- ????? 9: ??????????????? ??? ? ??????
- ????? 10: ????????????? ? ?????????? ????????? ??????
- ????? 11: ?????????? ? ??????? ????????
- ????? 12: ????? ??????????? ?????????? ????? ????????, ??????????????? ? ?.?.
- ????? 13: ????? ?????? ?????????????????
- ????? 14: ??? ????? ?????? ????????????

????? 1: ?????????????? ????????????? / Negotiator’s toolkit:

- ????? 1: ?????????? ?????? ??????? / Claiming value

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???? 1: ?????? ????? ????? ???????????? / Assess your BATNA (best alternative to negotiated agreement): ????? ????? ???????? ?? ?????? - ??? ? ??????, ???? ??? ?????????? ?????????? ??? ??????? / What will I do if the current negotiation ends in no deal?
???? 2: ????????? ???? ????????? ?????/??????? / Calculate your reservation value (walk-away point)
???? 3: ?????? ????????? ??????? ?????? ??????? / Assess the other party’s BATNA
???? 4: ????????? ????????? ??????? ?????? ??????? / Calculate the other party’s reservation value
???? 5: ????? “???? ????????????? ??????????????” / Evaluate ZOPA (zone of potential agreement)

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"Negotiation geniuses know how to act on information they have, acquire information they do not have, and protect themselves from information they cannot obtain.”

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1/ ?????? ?????? ???????????, ????? ?? ?? ? ??????? ??????? ??? ?????;
2/ ?????? ?????? ????????? (???????????? ???????????) ???????????;
3/ ???????? ? ?? ???????;
4/ ?????? ?????? ??????? ?? ????????? ? ???????? ??????????? ?????? ???;
5/ ?? ????????????? ? ?? ??????? ??? ???????? ?????????, ??????? ??????? ???????????? ?????? ???????;
6/ ??????? ????????? ???? ?????????????? ?????????? (ZOPA) ?/??? ?? ??????????? ?? ?? ????? ???????????;
7/ ?????? ?????? ???????, ??? ?????? ???????.

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????????? 1: ???????????? “?????”.
??????? ??????? ????? ????: "Judging by your offer, I think we might be looking at this deal in very different ways. Let’s try to bridge that gap by discussing…”

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“...the more an anchor is discussed in a negotiation, the more powerful it becomes.”

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1/ ????????? ??? ???? ????????????? ?????????????? ? ???? (Keep the entire ZOPA in play)
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(ZOPA).

2/ ????????????? ??????????? ?????? ???????????.
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“What is the most aggressive offer that I can justify?

3/ ????? ???????, ?? ???????????? ????????.
This simple advice—“Always reach for the stars!”—is nonetheless often ignored by negotiators; few set explicit targets prior to negotiation. But targets that are inspired by high aspirations and yet grounded in reality (i.e., in your assessment of the ZOPA) are effective because they motivate behavior and minimize your susceptibility to influence tactics.

4/ ???????? ???????? ? ?????????.

"For example, you might have evaluated the ZOPA perfectly and justified your offer brilliantly, but if you lose sight of the fact that your tactics could affect the relationship, you might lose the deal - or worse, lose the deal, damage the relationship, and ruin your reputation al at the same time."

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2/ ???????? ???? ????????????? ?? ???????????.

Socrates is believed to have said: “I am likely to be wiser to this small extent, that I do not think I know what I do not know.”

"Wise negotiators create a comprehensive list of what they are assuming and what they do not know prior to negotiation."

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4/ ??????????? ????????????? ???????

5/ ??????? ???? ?? ?????? ? ???????????????? ????????? ???????????.

“Contingency contracts are agreements that leave certain elements of the deal unresolved until uncertainty is resolved in the future”

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"Instead of simply giving something away or moderating your demands, make it clear that your action is costly to you. Because labeled concessions are hard to ignore, it becomes difficult for recipients to justify nonreciprocity."

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????????? 6: ??????? ??????? ??? ????????.

"? ???? ????????? ???? ????, ???? ?? ???????? ?????? ????????"

????????? 7: ?????? ? ???? ????????? ???????? ???????.
(????? ???? ???? ? ???, ??? ????? ?????????, ??? ?????? ??????? ? ?????? ??????, ??? ? ?????)

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"What we want you to keep in mind is that you always have two distinct goals in any negotiation: to get a good deal and to strengthen your relationship."

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2/ ????? ?? ???????????, ??????? ??? ???????? - ?????? ??????. ???? ???? ??? ???????? ??????????? ? ?? ??? ?????? ???????, ???????? ????????? ??????? ?? ?????????, ? ?????? ?????, ?????? ??????? ????? ???? ?????? ???? ???, ???? ???????? ?????? ?????????????? ??? ?????? ?? ???? ?????? ??????? ? ???????? ????????? ???????????.

3/ ????? ?? ???????????, ??????? ??? ???????? - ??? ???? ??????. ????? ?????????? ??????? ? ???, ??? ???????? ??????? ???????? ?????????. ????? ????????? ??????? ????????? ?????? ? ??? ????????? ?? ???????????. ??????? ???????: "$3000 (annually), unless you think I can get by with less"… ? ????? ?? ????????? ??? ?????????: "We'll pay you $15,000 a year". ? ???????? ?????????? ? ?????? ???? ???????. ????? ?????? ??????? ? ???, ??? ???????????? ????????? ??????, ??? ???????? ????? ?? ??????????, ????? ???????? ?? ???????????? ??? ?????????, ? ??? ?? ??? ????? ??????, ???? ??? ??????, ????? ??????? ? ???????????. ?????? ???????, ????? ????????? ? ???????? ?????????, ? ????? ?????????? ???? ????????? ? ??????? ????????? ?????????, ???? ??????? ??? ???????????.

4/ ????? ?? ???????????, ??????? ??? ???????? - ??????????. If you are surprised by the offer, don’t celebrate - think! ????? ???? ? ???, ??? ????? ?????????? ? ???????????? ?????? ????? ??????????? ???? ? ????????????? ????????????? ??, ??? ???? ???????.

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- ?????????? ?????????? ?????? ???????? ?????? ???????? ???????? ?????????. ??? ?????? ??????????, ??? ?????? ????? ??? ??????.
- ??????? ?? ?????????? ???????? ????? ??????? ??? ???????? ???????? ??? ?????? ??????? ???????? Pareto Improvement. ???????????? ???????? ??? ?????? ??????? ?????????? Pareto efficiency. ??? ????????, ??? ??????? ?? ???????? ?? ????????? ?????? ????????.
"If you leave the negotiation table without knowing very much about their interests and priorities, you have probably left value on the table."
- ?????????? ????????? ????? ???????? ?????????. ????????, ???? ????????? ????? ???????? ??????????. ????? ???? ??????, ???? ??????????????? ??????? ??????? ????? ???????????, ??? ??. “...make sure your contingency contracts are incentive compatible. That is, the clause you negotiate should provide incentives for the other party to behave in ways that are compatible with the spirit of your agreement.”

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????????? 3: ????????? ???????? ???? ??????? ?? ????? ?????? ?????????
????????? 4: ???????? ??? ?????? ????????? ?????? ???????, ??? ????? (????????? ????????? ????????)

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????????? 2: ????? ?????????????? ???????????
????????? 3: ????????? ??????? ???? ???????, ????? ??????? ?????????. ????????, ???? ???-?? ????? ???????????? ??? ???????, ?? ??? ????? ?????????? ???-?? ??????? ? ???????, ? ???? ???????? ???-?? ????????? ? ?????????…

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Post settlement settlement. ??? ???? ? ??, ??? ???? ????? ?????????????? ?????? ??????????? ?? ?????????? ?????? ?????????????, ?.?. ????????? ??????? ???? ??????.
“...state this ground rule explicitly at the outset: either we both benefit, or we stick with what we have agreed to already…”

??????? ?? ???????? ????? ??????????????? (PSS - post settlement settlement):
??? 1: Start by acknowledging the progress that was already made in reaching the initial agreement;
??? 2: Suggest that there are aspects of the deal that you wish could be improved; acknowledge that hey probably feel similarly;
??? 3: Suggest that you may have already conceded everything that you can afford, but that you are willing to try to think “outside the box” if that will help the other party.
??? 4: State that it is important for both of you to realize that you are not looking for a new agreement, but for an improved agreement that both parties prefer to the current agreement.

????? 3: ???????????????? ????? ??????????? / Investigative negotiation
??????? 1: ?? ????????? ?????? “????”, ? ????? “?????/???????”
??????? 2: ??? ??????????? ?????????? ????????, ?? ??????????
??????? 3: ??? ??????????? ?????????????? ? ?????????????? ?????????

??????? 4: ??????????? ?????????? ??? ???????????
??????? 5: ??????? ?? ??????????? ??????? “??? ?? ????????”…
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??????? 6: ?? ???????? ??????????? ??????????? ??????? ?? ?????? ???????????… ???? ??? ?????? ??????? ???????????, ???? ???? ?????????? “?????? ???”…
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"What is news is that, in the context of decision-making and negotiation, many of the mistakes people make are systematic and predictable. In fact, even the brightest of executives fall victim to four critical, systematic errors on a regular basis: the fixed-pie bias, the vividness bias, nonrational escalation of commitment, and susceptibility to framing.”

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Alan Jarvie says

Systematic analysis of a very human subject

Author gives analytical insight into the mindset of the "negotiation genius" - an individual who uses sound reasoning and empathic behaviour to address rules of engagement when negotiating on almost anything. From the HBR camp, sometimes it lacks readability but as a reference it's extremely valuable for all walks of life looking to uncover the key points on how to negotiate.

Kristin Lieber says

A "how-to" book for negotiating. The framework is so simple and easy to follow, it could be a cookbook. I hate conflict, I hate negotiating, but if I don't (for example in job-hunting), I could lose big-time. I'm planning to buy this book so I can do it with more confidence and enthusiasm.

Here are my notes:
Negotiation genius is about negotiating successful deals ??? consistently- while still maintaining integrity and strengthening relationships and reputation.

Claiming value in negotiation: the five step pre-negotiation framework.
Step 1: Assess your BATNA (best alternative to a negotiated deal)
Step 2: Calculate your reservation value (your walk away point). It is higher than your BATNA.
Step 3: Assess the other party???s BATNA
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Step 5: Evaluate the ZOPA (zone of possible agreement)
Anchor aggressively (it has a huge effect). But don???t offend.

How to respond to their initial offer:
Strategies:
??? Ignore their anchor
??? Separate information from influence
??? Avoid dwelling on their anchor. If you are surprised by their offer, probe a little deeper to find if there is substantive new info to obtain. If not, then quickly shift attention away be sharing your own perspective and defining the negotiation in your terms.

??? Make an anchored counteroffer, then propose moderation. ???Well, based on your offer, which was unexpected, it looks like we have a lot of work ahead of us. From our perspective, a fair price would be closer to $x. I will explain to you how we are valuing this deal, but it appears to me that if we are to reach any agreement, we will both have to work together to make it happen.???
??? Give them time to moderate their offer without losing face.

What should my first offer be?
1. Keep the entire ZOPA in play.
2. Provide a justification for your offer. We think $88 million is a fair price because the land can be used for commercial development, which makes it worth as much as two times what it might be worth if used for residential development (which is $44 million)???
3. Set high, but realistic aspirations.
4. Consider the context and the relationship.

How far can I push them?
1. Exhaust all pre-negotiation sources of information.
2. Identify your assumptions prior to the negotiation.
3. Ask questions that challenge your assumptions. ???If the land is used for commercial development, that will make it quite valuable. With that in mind, let???s discuss some specifics. What are your plans for this excellent piece of real estate????
4. Ask indirect questions
a.How many hours do employees typically work each week?
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d.Whom does the firm typically hire?
e.With whom does the firm typically compete for hiring?
f.What, if any, are the formal constraints on compensation for new hires?

5. Protect yourself from lies and uncertainty with contingency contracts.

Making the first offer is best done when you feel you have good information about the other side, but is often a bad idea. The primary benefit of making a first offer in negotiation is that it establishes an anchor. Especially when the other party is uncertain, they are likely to gravitate toward any number that helps them focus. When made prematurely, a first offer can be extremely costly.

Those with high aspirations will be more likely to get better outcomes, but are more dissatisfied. So, focus on your target during negotiation; then when it is over, shift your focus to your reservation value.

Ch 2 CREATING VALUE IN NEGOTIATION.
Create value through log rolling. If the other party values something more than you do, let them have it ??? but don???t give it away, sell it.
Create value by adding issues. Some issues you might add:
??? Delivery date
??? Financing
??? Quality
??? Contract length
??? Last-look provisions
??? Arbitration clauses
??? Exclusivity clauses
??? Level of service support
??? Warranties
??? Future business

Identify everything that you are interested in and create a scoring system, to calculate your package reservation value. The goal is not to overwhelm the other party with demands, but to give them a lot of different ways to compensate you and make you happy. If they cannot increase your salary, but they can make you equally happy with a change in job description, both of you stand to gain. Identify the other party???s multiple interests.

Strategies for value creation:
1. Negotiate multiple issues simultaneously.
2. Make package offers. Thank you for providing me with a detailed list of services and signaling your preferences. This gives us a number of different options, here are two: 1 begin in july without premium services is $650,000; with premium is $700K. Option 2: begin March without premium is $635K, with premium is $680K.
3. Leverage differences of all types to create value.

Post settlement settlements steps.
Step 1: start by acknowledging the progress that was already made in reaching the initial agreement.
Step 2: Suggest that there are aspects of the deal that you wish could be improved; acknowledge that they probably feel similarly.
Step 3: Suggest that you may have already conceded everything that you can afford, but that you are willing to think ???outside the box??? if that will help the other party.
Step 4: State that it is important for both of you to realize that you are not looking for a new agreement, but for an improved agreement that both parties prefer to the current agreement.

Chapter 3: INVESTIGATIVE NEGOTIATION
Seven principles of investigative negotiation:
1. Don???t just ask what- ask why
2. Seek to reconcile interests, not demands
3. Create common ground with uncommon allies
4. Interpret demands as opportunities
5. Don???t dismiss anything as ???their problem???
6. Don???t let negotiations end with a rejection of your offer
7. Understand the difference between selling and negotiating.

Ask questions, such as:
???What do you plan to do with the products you???re purchasing from us?
???Tell me about your customers.
???What do you plan to do if we can???t provide you with the services you need?
???How does this deal fit into your overall business strategy?
???Tell me more about your organization.

Negotiate multiple issues simultaneously to determine which issues are most important:
???Which issues does he want to return to constantly?
???Which issues make him the most emotional or tense?
???While discussing which issues is she most likely to talk rather than to listen?
???Which issues is she most obstinate about when you ask for a compromise?

Chapter 4: WHEN RATIONALITY FAILS: BIASES OF THE MIND
How can you avoid escalating in the heat of battle?
??? Start your negotiation with a preplanned exit strategy.
??? Assign and reward a ???devil???s advocate??? whose job it is to criticize your decisions and find faults in your logic.
??? Anticipate and prepare for the escalation forces you are likely to encounter.

Chapter 6: NEGOTIATING RATIONALLY IN AN IRRATIONAL WORLD
Use ???system 2??? thinking.

Avoid negotiating under time pressure. ???Is this a firm deadline???. ???If, for personal reasons, I needed more time to make this decision, what would be the process for doing so????

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sadiq says

One of those books you want to read over and over because even though the writing is simple and easy to comprehend the lessons should be absorbed actively, practised and relearnt. it will probably be on my list of to read every year books.

James says

Interesting perspectives negotiation tactics and how to develop a great deal. It's not always a win/lose. Really enjoyed the part about how to make the pot bigger and get away from negotiated for a specific result. Can definitely see using some of the teachings here for many conversations.

Mof says

How to negotiate from the legendary Bazerman.

Overconfidence is good when implementing decisions. It provides with motivation
and inspiration to improve performance. Overconfidence is not good for making decisions. See future prospects as better than they are.

Less likely to succeed if you do not trust your opponent. Do not suspect all their motivations
Avoid negotiating under time pressure.
Fixed pie bias. Sometimes negotiations are not a zero sum game.
Prepare for negotiation;
What are top priorities
What is initial proposal

How to influence
Highlight potential losses rather than gains

Why is opponent angry?
Give voice to anger
Sidestep emotion
Focus on true interests

Kristin says

A "how-to" book for negotiating. The framework is so simple and easy to follow, it could be a cookbook. I hate conflict, I hate negotiating, but if I don't (for example in job-hunting), I could lose big-time. I'm planning to buy this book so I can do it with more confidence and enthusiasm.

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Avoid negotiating under time pressure. “Is this a firm deadline”. “If, for personal reasons, I needed more time to make this decision, what would be the process for doing so?”

Jeffrey Cohan says

The reality is, you don't know what you don't know about negotiating. What you don't know can cost you a lot of money and frustration. And not just in the business world. In your personal life, as well.

For instance, if you don't know what "logrolling" means, you would be well-advised to read this book.

Is this the best book to read on negotiating? Well, I haven't read any others. But I can tell you that my negotiation instructor at one of the top universities in the country assigned this book as the one and only text for his negotiation class. In fact, the class was built around this book.

It is written in a highly accessible style and it is liberally sprinkled with anecdotes and examples, including a quite memorable story from Teddy Roosevelt's 1912 presidential campaign. And the authors make use of some of the best research in the behavioral sciences.

Even if you've done a lot of negotiating, you'll probably pick us some valuable ideas and insights from this book.

P0sh0 says

Aprender a ser un negociador genial, a partir de las lecciones de este magnífico libro, será mi nuevo objetivo. Es muy valiosa la información explicada en este libro y será un gran reto lograr aplicarla. Para un negociador novato como yo, este libro es la guía perfecta para empezar porque enmarca todos los aspectos y además narra con ejemplos cómo aplicarlos.

Mi calificación ideal sería de 4,5 pero no existe está alternativa en Goodreads.

Bob Selden says

“Negotiation Genius” is another book on the subject in a long line of similar books. It is not surprising that the authors, Malhotra and Bazerman are both professors at Harvard Business School, genesis of the most famous book ever on the subject “Getting to Yes” by Roger Fisher, Bruce M. Patton, and William L. Ury

Like “Getting to Yes”, this book is simplicity itself. Full of case studies that explain and demonstrate “how to” it provides the reader with five clear principles to apply in any negotiation. The authors use a nice analogy of the crime detective to emphasise their main point – that the best and often the only way to get what you want from a negotiation is to approach the negotiation from an investigative viewpoint rather than assuming you know what the motivation is behind the other party’s wants. They argue that most negotiators assume they understand the other party’s motivations and therefore don’t explore them further. And so, they often get stuck in trying to bargain around their own position rather than looking at the reasons “why?” the other party wants what they want.

Simple, but effective. Like so many good books of its type, it’s a shame that the people who really need to apply the principles outlined by Malhotra and Bazerman in “Negotiation Genius” (e.g. our politicians, international trade negotiators and the like) will not be reading and applying their investigative approach. Never mind, you and I will become all the better for applying our investigative skills to our future negotiations.
