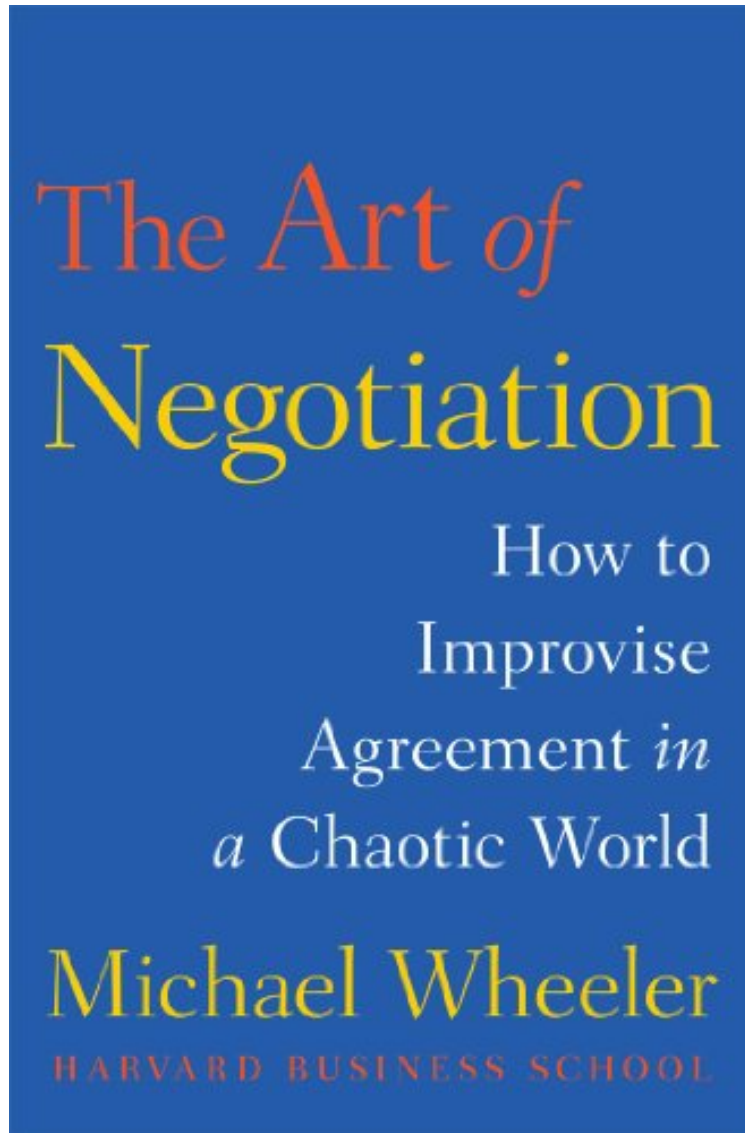


[FREE] The Art of Negotiation: How to Improvise Agreement in a Chaotic World

The Art of Negotiation: How to Improvise Agreement in a Chaotic World

Michael Wheeler

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Michael Wheeler : The Art of Negotiation: How to Improvise Agreement in a Chaotic World before purchasing it in order to gage whether or not it would be worth my time, and all praised The Art of Negotiation: How to Improvise Agreement in a Chaotic World:

0 of 0 people found the following review helpful. A Lively SurpriseBy Paul EhrmannWho would have thought a book about the techniques of negotiation would be such an entertaining read? It seems such a tense business to most. Well, first of all, "The Art of Negotiation" is rich in anecdotes that recount actual transactions (and sometimes

confrontations!) - a home purchase, sale of a company, a zoning dispute. The variety of turns these negotiations took based on choices made by the adversaries is followed here. And this book argues effectively that 'adversaries' may indeed be a misleading word, as cooperation and above all, imagination, sometimes of an antic dimension, is what works in the difficult situations where parties seem irreconcilable at the start. The author respectfully acknowledges previous research, surveys and writing on the topic of negotiation. But it seems to me that this book might be all you need to get the best deal available whether you are buying or selling a car or a country. 0 of 0 people found the following review helpful. Excellent Book by a leader in the field of Negotiation. By husband I purchased this book off about a year ago. I studied Negotiation in graduate school and thought this would complement my previous readings. This is an excellent book by a recognized leader in the field. The Art of Negotiation gives outstanding advice and real world examples about negotiating in a chaotic and uncertain environment. Highly recommended for people of all professions! 0 of 0 people found the following review helpful. Better Than Your Intuition By Paul T. Ruxin As a lawyer for more than forty years I've done a lot of negotiating, and seen many other negotiators, like me, full of self-confidence that their way was the best way. As Chairman of the Board of Governors of The Folger Shakespeare Library, I also saw what a difference a seminar in negotiating skills presented to the Folger staff by Prof. Wheeler made in their ability to secure better results when buying rare books and various services. His book is the whole story, practical, immediately helpful, easily understood because clearly written, it teaches both that every situation is different, and that there is no magic formula to apply in every situation. Even if you think you're good at this stuff, this book's lessons will make you better.

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.

From Publishers Weekly Harvard Business School professor Wheeler, a member of the school's Negotiation, Markets Organizations unit, offers a clear-headed, creative approach to negotiation that is on a par with the canonical texts, *Getting to Yes* and *You Can Negotiate Anything*. Those titles suggest abandoning hardball tactics and turning every interaction into a negotiation. Wheeler, on the other hand, posits that the most important aspect of negotiation is improvisation and constant flexibility, acknowledging that each party goes into a negotiation without truly understanding the other person's position. Often, each party's real needs don't emerge until the negotiations are in progress. Wheeler discusses strategies for managing uncertainty and understanding the true extent to which preferences, needs, and relationships are constantly changing. He steers readers toward making wise decisions about whether or not to pursue a negotiation in the first place, conducting sufficient research, keeping their cool, and closing the deal. Wheeler's lucid, engaging voice is a major asset, and sample scripts help drive home his points. Agent: Jim Levine, Levine Greenberg Literary Agency. (Oct.) From Booklist Apart from books that instruct on win-win negotiation techniques and strategies to control negotiations, this book focuses on how to deal with and capitalize on the dynamic nature of negotiations. It shows how opportunities are missed when people are inflexible in their approaches and how roadblocks can be overcome with spontaneity and creative ideas. It points out situations in which the commonly known BATNA (Best alternative to a negotiated agreement) model is not always the best strategy. Wheeler advocates that effective negotiation demands rapid cycles of learning, adapting, and influencing to manage the uncertainty of a negotiation. Wheeler likens this to improv and countering surprises with flexibility. Real-life examples, including the development of the Citibank center in New York, illustrate how applying nine key principles can improve success in a negotiation. Other topics discussed include situational awareness, military techniques, and balancing risk and reward in determining when and how to say yes to a deal. The appendix provides a handy summary of the key points for future reference, and the book is a good basic guide to making the best of a negotiation. --Cindy Kryszak "Professor Wheeler creatively pulls from vastly different professions such as NASCAR drivers, jazz musicians and improv actors, expanding our awareness of negotiations and equipping us with practical, innovative tools to navigate complex negotiations." (Erin Egan, Senior Product Manager, Microsoft) "The secret to successful negotiation is not just preparation and a good plan, but inspired improvisation. Until now, there has never been a book

on this all-important and neglected aspect of negotiation but now, thanks to Mike Wheeler, we have a beautifully written, insightful and practical guide to the "jazz" of negotiation. The Art of Negotiation is a real gem and an essential contribution to the literature!" (William Ury, author, *Getting Past No* and *The Power of a Positive No*)"This brilliantly readable book is packed with powerful advice for managing the complexity and uncertainty of real-world negotiations with improvisational mastery." (Bruce Patton, coauthor of *Getting to Yes* and *Difficult Conversations*)"Michael Wheeler has written a new business classic. He presents powerful negotiation strategies and techniques for managers in any industry." (Henry McGee, former president, HBO Home Entertainment)"Whether to build partnerships or to overcome differences, the art of negotiation is crucial to today's nonprofit organizations. Michael Wheeler's book is an eye-opening guide, replete with data, metaphors and compelling stories, on how to negotiate creatively, imaginatively and effectively." (Peter D. Bell, President Emeritus of CARE)"Negotiation is not a linear endeavor. It's full of twists and turns and requires managing relationships, data, intuition, and alternatives in a way that increases the probability of a good outcome. Wheeler knows this subject as well as anyone and shows us how the best negotiators are like great scouts; constantly probing and challenging assumptions to find the value that is beneath the surface." (Ben Cherington, General Manager of the Red Sox)"Getting to Yes meets 'Round Midnight' in this highly readable exploration of the twists and turns of real world negotiations. In his new book, 'The Art of Negotiation', Michael Wheeler provides terrific practical guidance on dealing with the predictably unpredictable ways negotiations fail to stay on script." (Chris Nicastro, Vice President and General Counsel, Bridgestone Americas)"Wheeler offers a dynamic approach...A fresh approach offering new ways to improve negotiating skills." (Kirkus)"A clear-headed, creative approach to negotiation that is on a par with the canonical texts *Getting to Yes* and *You Can Negotiate Anything*...Wheeler's lucid, engaging voice is a major asset, and sample scripts help drive home his points." (Publishers Weekly)"[T]he book is a good basic guide to making the best of a negotiation." (Booklist)