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Bargaining for advantage pdf

As director of the renowned Wharton Executive Negotiating Workshop, Professor G. Richard Shell taught thousands of business leaders, administrators and other professionals how to survive and thrive in the sometimes rough-and-tumbling world of negotiation. Its systematic, step-by-step approach comes to life in this book, which is available in more than ten offshore editions and combines live storytelling, proven tactics, and reliable insights gained from the latest negotiating research. This updated edition includes: A brand new Negotiation I.Q. test designed by Shell and used by executives at the Wharton workshop that reveals each reader's unique strengths and weaknesses as a negotiator A concise guide on how to avoid the dangers and pitfalls of online negotiations involving email and instant messaging, and advice for getting conversations back on track : Get the most important points from this book in less than 10 minutes. Negotiating is one of the most basic but complex social interactions people undertake. These sessions can be simple or highly strategic, and may involve exchanging everything from sheep to global conglomerates. Since negotiations are the products of intense human relationships, they produce great stories blessed on basic social science and psychology principles. Author and Professor G. Richard Shell did a masterful job of presenting the art and science of negotiation. That should be why he's known as one of the highly rated business school professors in the U.S. This book is educational and entertaining, and contains good examples of negotiations from such diverse sources as African tribes and J.P. Morgan. getAbstract strongly recommends anyone who wants to find out more about this complicated social interaction. Learn exactly how to get better at getting what you want. Book publisher: Copyright © G. Richard Shell, 2006Used by arrangement with Penguin Group (U.S.) Inc.www.penguin.com (1-800-253-6476) Business Self-Improvement Nonfiction Load... Good primer. Quotes: He became successful, not by overcoming his negotiating weaknesses, but by accepting them. This is the collaborative or problem-solving strategy. Instead of trying to figure out how to split \$1,000 two ways, the person using this approach has the insight to see that there's a way for both parties to get \$1,000 out of the situation. The act of writing a goal down engages our sense of commitment far more effectively than the mere act of thinking about it. The act of Good primer. Quotes: He became successful, not by overcoming his negotiating weaknesses, but by accepting them. This is the collaborative or problem-solving strategy. Instead of trying to figure out how to split \$1,000 two ways, the person using this approach has the insight to see that is a way for both parties to get \$1,000 out of the situation. The act of writing a goal down engages our sense of commitment far more effectively than the mere act of thinking about it. The act of writing makes a thought more real and objective, obliging us to follow it up... There's something magical about writing things down. To commit yourself even further to your goal, tell another person about it and show him or her your written goal. If other people know about the goal, you start to feel subtly accountable to them, and research suggests negotiators are negotiating harder when they need to explain to someone why the failure has to achieve a goal. A man always has two reasons for the things he does — a good one and the real one. [J. P. Morgan:] The goal of a consistency trap is to commit to a seemingly innotriated standard and then confront you with the logical implications of the standard in a particular case - implications that actually turn out to run counter to your interests. People accept negotiations center on splitting a fixed pie. However, by looking for common land and non-conflicting interests, there is often a chance to make the pie bigger. Find the decision maker. How can it serve the other party's interests to help you achieve your goals? Why can the other party say no? What low-cost options can remove the other party's objections? To gain real leverage, you eventually have to persuade the other party that he or she has something concretaed to lose in the deal if the deal falls through. Potential losses loom larger in the human mind than equivalent gains. Making even subtle threats is like dealing with explosives. Ask yourself, from the moment yo makes the assessment, which party has the most to lose from no deal. The party with the most to lose has the least leverage; the party with the least to lose has the most leverage. Leverage is based on the other party's perception of the situation, not the facts. Intensity, especially if coupled with expertise, gets people's attention. Which side has the most to lose from no deal. For whom is time a factor. Can I improve my alternatives or make the other party's worse? Can I gain control of something the other party needs? Can I commit the other party to norms that favor my result? Can I form a coalition to improve my position. This chapter introduced you to the basics of good preparation. First, use the Situation Matrix, you need to determine the basic situation you are facing. Which strategies are best suited to handle the situation? Next, you need to combine your situational analysis with the knowledge you have about your own stylistic preferences to determine how suitable you are to negotiate the problem. If you're basically nonconfrontational, you'll find it difficult to do well in a transaction unless you oppose just like yourself. If you are aggressively competitive, you will not be missing from the tact required to handle a relationship situation that calls for delicate diplomacy. Third, try to imagine how the other party views the situation. Do they see the relationship as important? Does the game matter to them as much as they do to you? The situational analysis prepares you to ancide the range of strategies that the other side can be expected to use. Fourth, decide how to best communicate with the other side. Does it make sense to use an agent? If you're negotiating directly, should you meet face-to-face or rely on phone or email? Finally, combine the information you've gathered about the situation with your insights into the Six Foundations to develop a specific bargaining plan. Use this plan to formulate a list of questions to ask the other side early in the discussion phase to test your assumptions. Who are they? Why are they here? What is important to them? What are they willing to negotiate? What is their view of the situation? Do they have authority to close? Your strategy and tactics should be determined by three main elements: the situation, your leverage, and your own and your counterpart's style. Scarcity increases the value of anything that can be possessed is useful for its possessor, and is transferable from one person to another. When we think something we want is or are about to become rare, we press an imaginary panic button with the label Act Now to avoid feeling regretful that we missed an opportunity. Overcommunication is derived from our human desire to avoid admitting failure or accepting loss when we have invested heavily in a previous course of action or decision. The more time someone invests in an initially sensible activity, the more committed he or she becomes to see it through, even if the decision can no longer make sense. Don't be satisfied with a deal. Get a commitment. Telling a lie is easy. If a lie works well in small consumer affairs, why not lie in situations where the game matters a little more, like employment? Fairly soon, a measurable portion of a person's success may depend on the use of lies. Truth-telling becomes an optional, expensive luxury. One way to get fraud may therefore be for the speaker to avoid direct contact with information that will lead to a knowing state of mind. More Short and sweet reviews of our favorite books for entrepreneurs. This weeks review: NINJA BOOK REVIEW: BARGAINING FOR ADVANTAGE: Negotiating strategies For reasonable people by G. Richard Shell 4 out of 5 NINJA STARS You can't know enough about negotiation and every book about it has new and unique nuggets of information. The cool thing is that you start to see trends on all books on the subject! Bargaining for Benefit Covers a of the things we've seen in other books on negotiation that we've reviewed, but that's for focusing on the process of communicating and understanding information during a negotiation. There are some incredible tips in this book that we haven't seen anywhere else! ABOUT AUTHOR Professor G. Richard Shell is the director of the world-famous Wharton Executive Negotiating Workshop. 1 SENTENCE BOOK SUMMARY Professor Shell's book coverInformation-based Bargaining, a negotiating method he created based on three key concepts: preparation, listening, and attending signals that the other side steered through his or her actions. FAVORITE QUOTE Every time the other party says 'I want' in a negotiation, you should hear the pleasant sound of a weight falling on your side of the leverage scales. KEY TAKEAWAYS All deals closing are win-win deals. Win-losing is often just a label we give a deal when we don't like how the other side treats us. To be good, you have to be yourself at the bargaining table. Tricks and stratagems that don't feel comfortable won't work. Your intuition will fail you in important situations. To improve, you need to graze your assumptions about the process and open yourself up to new ideas. You will become the best negotiator you can be by identifying and then building on your true strength and talents. People who expect more generally get more. The best negotiations have a relentless curiosity about what really motivates the other side. Leverage is your power not only to reach an agreement, but to obtain an agreement on your own terms. Making even subtle threats is like dealing with explosives. Don't make assumptions about leverage based on wealth or position. Leverage is based on the other party's perception of the situation, not the facts. Don't compromise. Simple compromises can be the enemy of good problem-solving. If you split the difference before researching all the options, you miss opportunities to meet both sides' needs more fully. Failure to prepare is to prepare to fail. It almost never hurts to speak less. Your strategy should be determined by three main elements: the situation, your leverage and style - both yours and your peers. Research shows that many people will respond favorably if you make a request in a reasonable voice and use it with a 'due' statement company. - even if whatever comes to because neither makes sense nor is irrelevant. OUR NINJA OPINION This book is different from other negotiating books for its utmost focus on the process of how information is exchanged between the parties and on bargaining styles. No other book we've read on the subject has this exact negotiation. Get it! Shop on Amazon Amazon

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