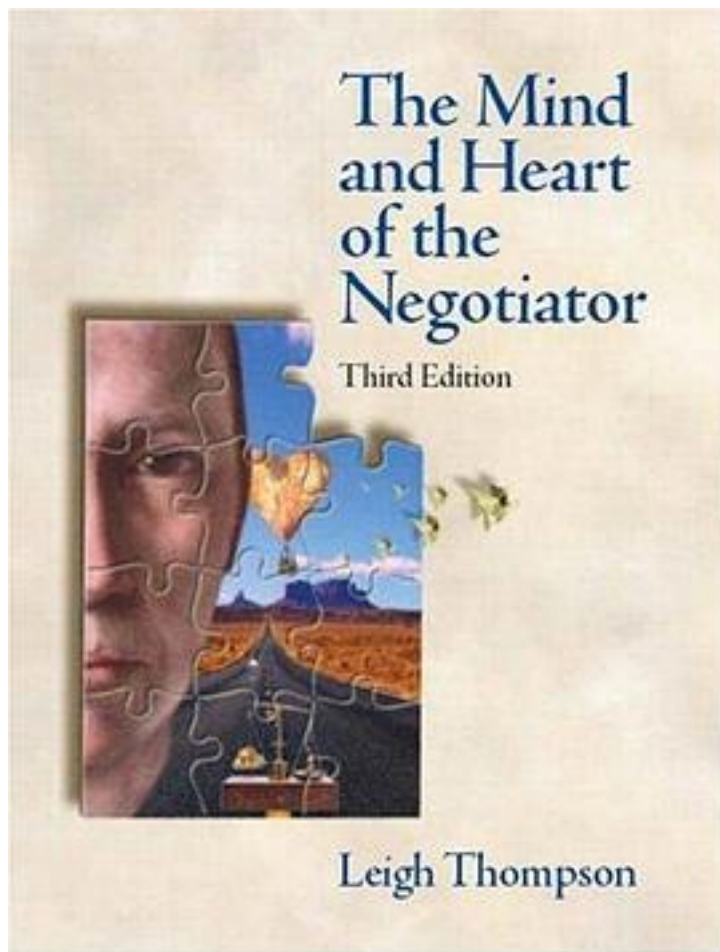


Mind and Heart of the Negotiator, The (3rd Edition)



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This book is dedicated to negotiators who want to improve their ability to negotiate

whether that be multimillion-dollar business deals or personal interactions. Many books address the issues of negotiation, so why this one? If I were to cite a single reason why I wrote a book in this saturated field it is this: The science of negotiation can help people dramatically improve their ability to negotiate economically better deals and also psychologically better deals. Simply stated: You can improve your monetary returns and feel better about yourself and the people you deal with. This book contains an integration of theory, scientific research, and practical examples. Moreover, the practical examples selected from hundreds of real-world negotiations involving people from several companies illustrate effective as well as ineffective negotiation skills. Here is what you can expect when you read this book: Illustrative case studies and real-life negotiations: I have included several examples and actual cases of negotiating in managerial and executive contexts. Each chapter opens with a case analysis (often from the business world, but government, community, and personal life as well). Furthermore, many of the points in the chapters are supplemented with illustrations and examples drawn from actual negotiations, both contemporary and historical. I do not use these examples to prove a theory; rather, I use them to illustrate how many of the concepts in the book are borne out in real-world situations. Skills-based approach: I provide practical take-away points for the manager and the executive. A good example is Chapter 4 on integrative negotiation. A series of hands-on principles that have been proven to increase the value of negotiated deals are provided. Moreover, several students and clients have written, indicating how they utilized the tools in their actual business negotiations. Those examples are included as well. Self-insight: We included several ways that negotiators can test their own intuition and approach. For example, Chapter 5, Developing a Negotiating Style, allows negotiators to assess their "instinctive" bargaining style and provides suggestions for how to further develop their bargaining repertoire. Moreover, Chapter 10 provides a deep look at cultural differences in negotiation so that the negotiator can better understand his or her own cultural style and that of others. Sophisticated bargaining skills: The second and third sections of the book deal with complex, yet commonly occurring negotiating situations, such as negotiating with agents, mediation and arbitration, negotiating via e-mail and conference call, negotiating with competitor companies, and of course, negotiating cross-culturally. I took the task of revising *The Mind and Heart of the Negotiator* very seriously. Every chapter has a new opening section that illustrates a real-world negotiation and no fewer than 135 examples from the business world have been added since the last edition. Also, I cited the ground-breaking results of more than 200 new scientific articles on negotiation. I benefit greatly from the advice, comments, and critiques given to me by my students and colleagues, and I hope that their advice keeps coming so that I am able to improve upon the book even further. The research and ideas in this book come from an invaluable set of scholars in the fields of social psychology, organizational behavior, sociology, negotiation, and cognitive psychology. My research, thinking, and writing has been inspired in important ways by the following people: Wendi Adair, Cameron Anderson, Linda Babcock, Max Bazerman, Kristin Behfar, Terry Boles, Jeanne Brett, Susan Brodt, Karen Cates, Hoon-Seok Choi, Gary Fine, Craig Fox, Adam Galinsky, Wendi Gardner, Dedre Gentner, Robert Gibbons, Kevin Gibson, James Gillespie, Rich Gonzalez, Deborah Gruenfeld, Reid Hastie, Andy Hoffman, Peter Kim, Shirli Kopelman, Rod Kramer, Laura Kray, Terri Kurtzburg, Geoffrey Leonardelli, John Levine, Allan Lind, George Loewenstein, Jeff Loewenstein, Deepak Malhotra, Beta Mannix, Kathleen McGinn, Vicki Medvec, Tanya Menon, Dave Messick, Terry Mitchell, Don Moore, Michael Morris, Keith Murnighan, Janice Nadler, Maggie Neale, Kathy Phillips, Robin Pinkley, Ashleigh Rosette, Nancy Rothbard, Elizabeth Seerey, Marwan Sinaceur, Harris Sondak, Tom Tyler, Leaf Van Boven, Kimberly Wade-Benzoni, Laurie Weingart, and Judith White. In *The Mind and Heart of the Negotiator*, I use the pronoun "we" because so much of my thinking has been influenced and shaped by this set of

eminent scholars. The revision of this book would not have been possible without the dedication, organization, and editorial skills of Sean McMillan, who created the layout, organized hundreds of drafts, mastered the figures, and researched many case studies for this book. In this book, I talk about the "power of the situation" and how strongly the environment shapes our behavior. The Kellogg School of Management is one of the most supportive, dynamic environments I have ever had the pleasure to be a part of. In particular, Dean Dipak Jain and Associate Deans Robert Magee and Robert Korajczyk have strongly supported research as well as teaching, and intellectual leadership as well as pedagogical leadership. I am particularly indebted to my wonderful visionary colleague, Jeanne Brett, who created the Dispute Resolution Research Center (DRRC) at Kellogg in 1986, and to the Hewlett Foundation for their generous support of the DRRC. Grants from the National Science Foundation's Decision Risk and Management Science program have made it possible for me to conduct several of the research studies that I discuss in this book. I am also grateful for a grant received by the Citigroup Research Council, which made possible many of the studies about learning and negotiation reviewed in this book. This book is very much a team effort of the people I have mentioned here, whose talents are diverse, broad, and extraordinarily impressive. I am deeply indebted to my colleagues and my students, and I feel grateful that they have touched my life and this book.

作者介绍:

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