

# NEGOTIATION COURSE

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## Negotiation Basics

### 1) [Getting to Yes: Negotiating Agreement Without Giving In](#)

by [Roger Fisher](#), [William Ury](#), [Bruce Patton](#) (Editor)

- **Paperback:** 224 pages
- **Publisher:** Penguin USA (Paper); 2nd edition (December 1991)
- **ISBN:** 0140157352
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Preview:** Fisher's idea of "principled negotiation" is the first real academic attempt to study the best ways to negotiate, and he delivers the material in an easy to follow manner. His main points are (1) separate the people from the problem (2) Focus on interests and not positions (3) invent options for mutual gain, and (4) insist on objective criteria. However, you must truly think about these points to fully grasp the power of this negotiation style; the substance of those points is not as straightforward as they seem. The most useful point for novice negotiators is "Focus on Interests, not positions."

By reading this book you will learn to spot when someone is being positional and be able to disarm them quickly, but tactfully, as you move the discussion to the various parties' interests. The book is most useful in negotiating any sort of economic transaction, but is applicable in many areas except maybe if you are negotiating with a govt. regulatory agency. Overall, a must read for any CEO or a person wanting to get the best price on a car. The main thing you should get from this book are the tools that help you to recognize value and not leave value on the table that can be distributed among the parties to maximize gain.

### 2) [Getting Past No : Negotiating Your Way from Confrontation to Cooperation](#)

by [William Ury](#) (Author)

- **Paperback:** 189 pages
- **Publisher:** Bantam ; Revised edition (January 1, 1993)
- **ISBN:** 0553371312
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** In his superb book, William Ury builds on the principals first put forth in his first book with Roger Fisher, "Getting To Yes." In "Getting Past No" Ury discusses the nuances and niceties of negotiating using a joint problem solving approach which is "interest based" rather than being "rights based" or "power based." Ury explains that the challenge is to convert a confrontational situation to a cooperative creative problem solving process, that integrates the parties in a negotiation into a cooperative mode, that results in the best long term agreements.

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<sup>1</sup> All books found in Amazon.com

The specific wonder of this book, is its focus on what to do, when you don't know how to get past a problem. Ury calls his method the "Breakthrough Strategy" and is virtually totally as applicable for mediators as it is for negotiators. In fact, several times, Ury mentions that a mediator may assist the process.

Simply put, Ury contends that there are basically 5 things that one needs to do to preserve smooth negotiations and to break through an impasse if it occurs. He calls these 'steps' by the following designations: "Go To The Balcony", "Step To Their Side", "Reframe", "Build Them A Golden Bridge" and "Use Power To Educate." These simple concepts are extremely useful tools for negotiators and mediators alike.

There is no disappointment in this book. The approach and the writing style are just superb. Once again, the Harvard Group, especially William Ury, have produced a book that anyone can gain from and is almost a must for those in dispute resolution and negotiation on a day-to-day basis.

### 3) [Value Negotiation: How to Finally Get the Win-win Right](#) 1st Edition

by [Horacio Falcão](#)

- **Paperback:** 408 pages
- **Publisher:** FT Press; 1 edition (December 21, 2012)
- **ISBN-10:** 9810681437
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** To start with: This book is very well structured and highly insightful comprehensive guide to win-win negotiations. Teaches a lot of useful and practical topics and is full of good examples. Generally, win-win negotiation is quite counterintuitive concept to traditional view of negotiation and this book articulates it very well, so for the people unfamiliar with win-win approach and generally negotiation theory it will be very eye opening. For the experienced readers/negotiators it provides very good structure, covers tactical as well as behavioral aspects of negotiation, and is great one stop shop for the subject.

Having said all that, the potential reader should be aware of 2 things: First: The book teaches negotiation in fair manner, which means that in the value claiming phase the approach is how to claim the value which you deserve and legitimately should receive. Very importantly it teaches how to protect yourself from the counterparty who by manipulation or power pressure unfairly tries to extract more value from you than she deserves. Not everybody wants to extract from negotiation only the value which is legitimately/fairly their. So if you want to learn how to manipulate counterparty, trick, put pressure through power, bluff and generally claim more value than you deserve, than this is not the place to look for those techniques. If you want to learn more about bargaining and win-lose negotiation, you will have to complement this with other readings, however read this one too as this will teach you how to protect from other bargainers and win-lose negotiators.

Second: The book is written in handbook style and you will extract best value if you read it and then solve the questions in the end of the chapter, then go back review again, think through etc. In other words, it is best when learning negotiation in classroom, discussing it and practicing along the way. It is still useful as general read but the handbook style makes it a little difficult to be fully engaged like in any story/novel book - not exactly War & Peace. I personally have read it outside classroom and still was very glad. Overall great read and great book about negotiation.

### 4) [Negotiation Evolved: Increase rapport, trust, value, understanding, agreement, commitment and satisfaction](#) Paperback

By Filip Hron, Steve York & Mr Ladislav Blazek

- **Print Length:** 394 pages
- **Publisher:** Filip Hron (October 4, 2013)
- **ISBN:** 0992341205
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** What a gem! Is it possible that a book about negotiation can make you a better person? This book is exceptionally well structured, deliberate and concise. It provides insight and opportunity to achieve better outcomes for virtually any type of negotiation and communication. It's jam packed full of excellent information, examples and strategies. Understanding and applying the concepts that that are covered will improve your business skills, work place and family life. Yes, really!

I purchased and read the book shortly after it came out. I'm on my second reading and am certain to revisit many times. I find myself applying various insights on a daily basis. This is without a shadow of doubt the best negotiation or communication book I have ever read. I will be sharing this gift with family, friends, colleagues, staff and others. Thank you Filip for putting together this extraordinary work. If more people adopt the principles and approaches you show, the world will be a better place. This book is a Life and Career Companion. Bravo!.

## 5) [Give and Take: A Revolutionary Approach to Success](#)

by [Adam Grant](#)

- **File Size:** 1220 KB
- **Print Length:** 321 pages
- **Publisher:** Weidenfeld & Nicolson (April 11, 2013)
- **ASIN:** B00CAUH7UE
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Grant does a remarkable job of analyzing what kind of workplace reciprocity styles exist and why. As the book progresses, you come to learn and understand why each style evokes the certain reactions from people that it does. Personal motives are unveiled and the effectiveness of these motives is thrown out into the open to be evaluated on the underlying reasons why they do and do not work. Grant uses relevant and real-life examples to advance explain his points. Not only does he use real people as examples, he follows their careers all the way through to further illustrate that the person's reciprocity style cannot be faked. The fakers always crack and the grit-driven givers finish on top. Give and Take is a book that will remain germane through all time.

## 6) [SuperCooperators: Altruism, Evolution, and Why We Need Each Other to Succeed \(Reprint Edition, Kindle Edition\)](#)

by [Martin Nowak](#), [Roger Highfield](#)

- **File Size:** 1142 KB
- **Print Length:** 354 pages
- **Publisher:** Free Press; Reprint edition (March 22, 2011)
- **ASIN:** B003UV8TC2
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Martin Nowak demonstrates in a variety of ways the patterns of cooperative behavior in nature in general and Homo sapiens in particular. The data reveal that groups of individuals who cooperate with each other are more successful in survival and thus in natural selection than groups consisting of competitors. Humans have evolved in such a way as to foster our ability to cooperate, which is one of the reasons that we are so successful as a species. My communicating my opinion of his work to other potential readers is an example of this cooperative instinct and our ability to cooperate very effectively through language. On the other hand groups always have cheaters who try to profit from the group effort without contributing to it. Cooperation in groups changes in cycles: it increases to the point that cheaters can do so with relative ease but others find out about it. Language is a major tool for rooting out cheaters. After a while the cooperative behavior in the group disintegrates and the group has to start all over again. Nowak ends the book with an enigmatic chapter that suggests that humanity can transcend this vicious cycle through the victory of altruistic love.

## Relationship Building

### 7) [Getting Together: Building Relationships As We Negotiate](#)

by [Roger Fisher](#), [Scott Brown](#)

- **Paperback:** 240 pages
- **Publisher:** Penguin USA (Paper); (September 1989)
- **ISBN:** 0140126384
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:**

As a sequel and complement to Getting to Yes, Fisher offers a practical, straightforward approach to the long-range problem of sustaining relationships that can deal with difficulties as they arise.

### 8) [Difficult Conversations: How to Discuss what Matters Most](#)

by [Douglas Stone](#), [Bruce Patton](#), [Sheila Heen](#), [Roger Fisher](#)

- **Paperback:** 250 pages
- **Publisher:** Penguin USA (Paper); 1st edition (April 3, 2000)
- **ISBN:** 014028852X
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Everyone of us has gone through difficult conversations, arguments that were leading nowhere or felt that we were unjustifiably being taken advantage of. The solution - read this book. The authors have done a remarkable work in presenting conversations (real examples) that we can relate to. They educate the reader with the pitfalls and means to avoid them. In difficult conversations the participants generally fall trap to the three common crippling assumptions, which are:

1. The Truth Assumption: I am right you are wrong
2. The Intention Invention: When the other persons intentions are unclear a common perception is that they are bad
3. The Blame Frame: Blame the other produces disagreement, denial and little learning

The authors map a path by showing how to avoid the pitfalls when facing a difficult conversation and come out as a winner. In our life we prepare for almost everything, like schooling and college for career etc. it is somewhat surprising that conversations that truly are a means to progress we spend little time on; this is one of the books in this area. I highly recommend that you read it.

## 9) **Beyond Reason: Using Emotions as You Negotiate** (Kindle Edition)

by [Roger Fisher](#), [Daniel Shapiro](#)

- **File Size:** 1129 KB
- **Print Length:** 253 pages
- **Publisher:** Penguin Books (October 6, 2005)
- **ASIN:** B000PDYVRK
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Roger Fisher and Daniel Shapiro in their book "Beyond Reason: Using Emotions as You Negotiate," give practical examples and tips for how to use, control and decipher emotions in the context of negotiations. The application of their theories to their own experiences roots this narrative in truth and practicality. Throughout this book the authors examine how emotions might change the approach to and experience of negotiation preparation, identification of bargaining alternatives, application of ethics and resolution of conflicts.

Fisher and Shapiro believe that emotions will and should always be present at the negotiation, but a negotiator should not waste her time interpreting all emotions but rather work to figure out how the emotion tie back to core concerns. These core concerns include: appreciation, affiliation, autonomy, status, and role.

I liked that the authors brought examples of formal negotiations and everyday negotiations to show how the identification of emotion is less important than the identification of core concerns to the resolution of a disagreement and the longevity of relationships. The book is an easy read, and the authors have organized it so that it is easily referenced as needed.

## 10) **Crucial Conversations: Tools for Talking When Stakes Are High** (Paperback)

by [Kerry Patterson](#), [Joseph Grenny](#), [Ron McMillan](#), [Al Switzler](#) & [Stephen R. Covey](#) (Foreword)

- **Print Length:** 256 pages
- **Publisher:** McGraw-Hill; 1 edition (June 18, 2002)
- **ISBN:** 978-0071401944
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** As explained in the book, crucial conversations are those conversations characterized by three elements: High Stakes, Strong Emotions and Varying Opinions. Those who do not know how to navigate these predicaments are said to be stuck, and furthermore, those who are not adept conversationalists can further entrench themselves if not careful.

Crucial Conversations provides context by: explaining the pool of shared meaning, what happens to your brain, reasoning and judgment when placed in fight or flight situations, and what conditions you should look for (Silence or Violence). You will learn techniques such as Stop & Re-focus, establish Mutual Respect or Mutual Purpose, create contrasting statements, and mirroring, just to name a few. Whether in the middle of a contested discussion with others, game-planning a meeting where uncomfortable situations are bound to occur, or determining how to broach a delicate subject with another, the tools provided in Crucial Conversations will come in handy.

Although I read this book in an attempt to gain a 'leg up' on a two-day Crucial Conversations Training Seminar, I found that the book and the seminar were different; each were good stand-alone sources of information but yet complementary. I also believe Crucial Conversations dovetails nicely with The 7 Habits of Highly Effective People by Stephen R. Covey. Interestingly, Covey wrote the Foreword to this book. I recommend Crucial Conversations and a highlighter and/or sticky-flags.

### 11) [Fierce Conversations: Achieving success in work and in life, one conversation at a time \(Kindle Edition\)](#)

by [Susan Scott](#)

- **File Size:** 703 KB
- **Print Length:** 280 pages
- **Publisher:** Piatkus (October 13, 2011)
- **ASIN:** B005SZ1PJW
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book contains practical steps to take toward more open communication with others. It shows how to engage in conversations that are fierce, not because they are mean-spirited or aggressive, but because they are up front, fully present, and focused on mutual positive engagement. I would recommend this book to anyone who wants to find ways to improve relationships with others through more effective communication.

### 12) [The Like Switch: An Ex-FBI Agent's Guide to Influencing, Attracting, and Winning People Over \(Kindle Edition\)](#)

by [Jack Schafer](#), [Marvin Karlins](#)

- **File Size:** 3663 KB
- **Print Length:** 289 pages
- **Publisher:** Touchstone (January 13, 2015)
- **ASIN:** B00IWTWO8C
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book is wonderfully written in a very conversational tone which makes it easy to read. I think perhaps just because we are human beings that we may have basic concept of some of what is written about in the book, BUT when it is spelled out in detail the light bulb goes on! I wish I had the information in this book on a couple of meetings/interviews I've had. It would have been interesting, at least for me! You will be able to utilize the information in all areas of your life from co-workers, personal relationships, interviews and casual meetings. And I believe that you will at some point re-read the book to reinforce what you have learned and to gain new understanding.

## Leadership & Negotiation

### 13) [Getting It Done: How to Lead When You're Not in Charge](#)

by [Roger Fisher](#) (Author), [Alan Sharp](#) (Author)

- **Paperback:** 240 pages
- **Publisher:** HarperBusiness; (June 1, 1999)
- **ISBN:** 0887309585
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** When searching online for a book on leadership, this book's title, "Getting It Done. How to Lead When You're Not in Charge", immediately grabbed my attention. It seemed perfect for what I needed a little help on. I am sure I am not alone. Everyone at one point in their life is forced into a group situation, whether it is in school, work or everyday life, where they are assigned a problem in which the group needs to accomplish together. However, before a group can solve the problem assigned, it needs to conquer the problems within the group. One of the problems that I have found to exist within every group I have been in is how to reach solutions and successfully work with others when no one knows exactly who is in charge. Everyone needs to individually take on responsibility and contribute, but it works best when you know exactly what you should focus on and the right questions to ask your group members to obtain the best results. This book does an excellent job in first of all, mapping out the problems that groups face and then going into detail by explaining the route group members should take to maximize success. Fisher and Sharp have five basic elements that groups can follow to get things done. By following these five easy steps it will give you a clear focus of how to put it all together and create a successful way to complete the tasks assigned within your group. I would recommend this book to anyone who wants a little extra help to maximize their group's potential. It is very easy to read and the information and suggestions that the authors provide will be remembered and used every time I am placed in a group situation again.

### 14) [Leadership Without Easy Answers](#)

by [Ronald A. Heifetz](#)

- **Hardcover:** 366 pages

- **Publisher:** Belknap Pr; (July 1998)
- **ISBN:** 0674518586
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Heifetz integrates "great man/great woman" (trait) theories of leadership with "great times" (situational) theories, and defines "leadership" as "an activity that fosters adaptive work and addresses the value conflicts that people hold." He distinguishes "technical" problems that may not require leadership (adaptive work) from "adaptive problems" which people experience as threatening to themselves or their group. (The conflict over abortion, for instance, can be seen as an adaptive problem, because it represents a value conflict that provokes work-avoidance-scapegoating, dishonesty, polarizing conversations, etc.)

Heifetz sees leadership as being "practical" and "authentic", and the leader is always working towards using authority (formal and informal) to help members of contesting groups arrive at solutions that promote fundamental values (such as democracy, equality before the law, freedom).

## 15) [Leadership on the Line: Staying Alive Through the Dangers of Leading](#)

by [Martin Linsky](#), [Ronald A. Heifetz](#)

- **Hardcover:** 252 pages
- **Publisher:** Harvard Business School Press; 1st edition (April 18, 2002)
- **ISBN:** 1578514371
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Those who read Heifetz's previously published *Leadership Without Easy Answers* will be interested to know that the final section in that brilliant book ("Staying Alive") led to the development of this book which Heifetz co-authored with Linsky. "We wanted this second book to be more focused, more practical, and more personal. We hope this book will be accessible, eminently usable, and inspiring in your life and work." The material is presented within three Parts: The Challenge (which explains "why leadership is so dangerous and how people get taken out of the game"), The Response (which provides "a series of action steps designed to reduce the risk of getting pushed aside"), and Body and Soul ("which discusses "ways that people contribute to their own demise"), followed by a Notes section filled with especially informative annotations. Pogo once said "we have met the enemy and he is us." More often than not, I think that is true. I also think that most human limits are self-imposed. That is probably what Henry Ford had in mind when he observed "Whether you think you can or think you can't, you're right."

According to Heifetz and Linsky, "To lead is to live dangerously because when leadership counts, when you lead people through difficult change, you challenge what people hold dear -- their daily habits, tools, loyalties, and ways of thinking - - with more to offer perhaps than a possibility. Moreover, leadership often means exceeding the authority you are given to tackle the challenge at hand. People push back when you disturb the personal and institution equilibrium they know. And people resist in all kinds of creative and unexpected ways that can get you taken out of the game: pushed aside, undermined, or eliminated." Throughout human history, most of the greatest leaders were "eliminated" precisely because they were perceived to be intolerable threats to what James O'Toole calls "the ideology of comfort and the tyranny of custom." Draw up a list of the 10-15 greatest leaders in history. How many of them died of natural causes? On my own list, only Winston Churchill and he was twice voted out of office amidst ridicule and even contempt. One of this book's greatest value-added benefits is the brief summary of key ideas which concludes each chapter. I strongly recommend that the book be re-read within 2-3 weeks; also, that at least the chapter summaries be reviewed weekly thereafter.

## 16) [What's Fair: Ethics for Negotiators](#) 1st Edition

by [Carrie Menkel-Meadow](#) & [Michael Wheeler](#)

- **Paperback:** 592 pages
- **Publisher:** Jossey-Bass; 1 edition (September 28, 2010)
- **ISBN:** 1118009258
- **No customer review yet**

What's Fair is a landmark collection that focuses exclusively on the crucial topic of ethics in negotiation. Edited by Carrie J. Menkel-Meadow and Michael Wheeler, What's Fair contains contributions from some of the best-known practitioners and scholars in the field including Roger Fisher, Howard Raiffa, and Deborah Kolb. The editors and distinguished contributors offer an examination of why ethics matter individually and socially, and explain the essential duties and values of negotiation beyond formal legal requirements. Throughout the book, these experts tackle difficult questions such as:

- What do we owe our counterparts (if anything) in the way of candor or disclosure?
- To what extent should we use financial or legal pressure to force settlement?

- Should we worry about whether an agreement is fair to all the parties, or the effects our negotiated agreements might have on others?

## 17) [Shaping the Game: The New Leader's Guide to Effective Negotiating \(Kindle Edition\)](#)

by [Michael Watkins](#)

- **File Size:** 1678 KB
- **Print Length:** 208 pages
- **Publisher:** Harvard Business Review Press; 1 edition (July 10, 2006)
- **ASIN:** B00XAF9L5C
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** In "Shaping the Game: The New Leader's Guide to Effective Negotiating", Michael Watkins came up with a high quality book on critical skills required for successful negotiations. The author wrote an interesting and insightful book on achieving effective negotiations. Negotiation involves getting people who both have common and conflicting goals to be able to present and discuss issues and reach an agreement acceptable to all parties.

This is a very useful book that presents the negotiation process methodically, which helps the reader to follow and understand the process. The ideas you learn from the book are very helpful in any negotiating situation, whether one is interviewing for a job, buying a car, leasing a house, making a sell or negotiating between managers and workers for salary increase and conditions of service or a major contract.

This is an excellent book that is essential reading for all managers who need to learn the techniques, strategies and practices of effective negotiations. The author reinforces his well presented arguments, proposals and solutions with an interesting story of Paul whose duties require him to be involved in various challenging negotiating scenarios that should assist readers in reinforcing the concepts that they would have learnt.

## Conflict Resolution

### 18) [Beyond Machiavelli : Tools for Coping With Conflict](#)

by [Roger Fisher](#), [Elizabeth Kopelman](#) (Contributor), [Andrea Kupfer Schneider](#) (Contributor)

- **Paperback:** 160 pages
- **Publisher:** Penguin USA (Paper); Reissue edition (January 1996)
- **ISBN:** 0140245227
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** To identify the root cause of a conflict Fisher suggests that one must not be responsive but purposive. As an example when two children are fighting the adult who breaks them apart may ask "why" they hit each other. To this the most likely response may be "because he hit me first". But that response only explains the cause of the fight not its root cause.

Another key ingredient suggested by Fisher is keeping in perspective the situation and mind set the other side is facing. In a ball game it may be easy to not agree with a team change decision a coach has made. But understanding the dynamics and pressure faced by him, we are then in a better position to critique if the decision made was correct. If we had a chance him our opinion this added perspective can aid us to be sensitive to his situation.

Fisher believes that understanding how others view a conflict is knowledge that gives us strength. It enhances our ability to influence them. Through exploring and motivations leading up to a conflict we can increase our understanding of where their perceptions comes from.

### 19) [Getting to Peace](#) Hardcover

by [William L. Ury](#)

- **Hardcover:** 192 pages
- **Publisher:** Viking Adult (October 1, 1999)
- **ISBN-10:** 0670887587
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** An anthropologist and expert on negotiation takes a look at violent conflict, both interpersonal and international, and optimistically describes what we can do to prevent, resolve, and contain it. The book is divided into three parts:

1. a description of the importance of the "third side" in a conflict
2. an examination of the history of violent conflict and speculations about its future
3. explanations of ten ways the third side can help to avert violence

Ury argues for the importance of what he calls the third side in a dispute, separate from the two conflicting parties but active in resolving conflict. He writes that violence is the ultimate arbiter when there is no other authority to decide an issue between people or groups. When left only to themselves, therefore, disputants tend to spiral into violent conflict to resolve their disagreements. The presence of a third party, however, changes the nature of an argument. Ury contends that a strong third side can go far toward keeping quarrels from becoming battles.

One of the book's big ideas is that, although conflict is inevitable (and even helpful), war and violence are not. By taking a historical and anthropological perspective, Ury questions the widely held assumption that war is an inherent part of human nature. He examines the archaeological evidence formerly used to "prove" our violent nature and argues that peace was the norm for the overwhelming majority of the time humans have existed. Ury contends that it was only with the shift from being hunter-gatherers to a settled agricultural and then industrial existence that war became feasible. He then holds out the hope that with the increasingly horizontal relationships and "expanding pie" of the knowledge age, we can return to peaceful coexistence.

Finally, the book describes ten different roles that the third side plays to prevent conflict from going out of control, resolve disputes that threaten to escalate, and contain fights that do break out. Ury uses numerous examples to illustrate these roles and show how individuals, organizations, and nations can fill them.

The book includes a "road map" outline of the main ideas and an extensive index, both of which help greatly in reviewing its contents.

I was impressed by the breadth of Ury's understanding. He brings not only a great deal of academic knowledge but practical experience ranging from resolving union-labor disputes to improving U.S.-Soviet relations during the Cold War to studying how African hunter-gatherer tribes resolve conflict. His optimism about the feasibility of conflict without violence caused me to reevaluate my notions about war and peace.

Getting to Peace was published in 1999, before the terrorist attacks on the World Trade Center and America's subsequent invasions of Afghanistan and Iraq. I found it interesting to interpret these events using Ury's framework and to see how the conflict in Iraq might have been handled differently. If the European nations that had objected so vociferously had sent peacekeeping troops to Baghdad, would the U.S. still have invaded? If there had been more bridge building between the Islamic world and the U.S. and a more equalized distribution of power, would the terrorist attacks even have occurred?

My questions and reservations about Ury's ideas revolve primarily around his hopes for a peaceful future through the knowledge economy. While it is true that most of the value of products created today comes from scientific knowledge, the way it is currently being applied is ecologically unsustainable. Will the pie continue to expand if the life support mechanisms of the planet begin to fail or if key resources become even scarcer? Despite these doubts, I found Getting to Peace thought provoking and readable, with both a comprehensive philosophical/historical framework and numerous down-to-earth examples and suggestions.

## 20) [Beyond Winning: Negotiating to Create Value in Deals and Disputes](#)

by [Robert H. Mnookin](#), [Scott R. Peppet](#), [Andrew S. Tulumello](#)

- **Hardcover:** 368 pages
- **Publisher:** Harvard Univ Pr; (October 6, 2000)
- **ISBN:** 0674003357
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This is a book that should be read by every lawyer. It offers practical, useful advice for an approach to negotiation that moves above and beyond the game playing and posturing that too often characterizes a negotiation. The book also offers a useful discussion of the issues raised for a lawyer in negotiating on behalf of a client. All in all, this is a must have, must read for any lawyer.

## 21) [Breakthrough International Negotiation: How Great Negotiators Transformed the World's Toughest Post-Cold War Conflicts](#)

by [Michael Watkins](#) (Author), [Susan Rosegrant](#) (Author)

- **Hardcover:** 336 pages
- **Publisher:** Jossey-Bass; 1 edition (October 12, 2001)
- **ISBN:** 0787957437
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** The authors provide really fascinating accounts of four post-Cold War negotiations-- nuclear arms proliferation talks between the U.S. and North Korea; the Israeli-Palestinian talks leading to the Oslo Accords; the creation of the Gulf War coalition (1991); and the confrontation between the US (and Europe) and Serbia that led to the Dayton Peace Accords--that each resulted, in their view, in some kind of major breakthrough, some difficult to achieve result. These accounts are based on what must have been extensive interviews with key players, who are quoted frequently and who share the concerns and concepts that influenced them. The book would be worthwhile even if all it contained were these detailed, often thrilling, narratives of several significant recent foreign policy conflicts.

But, in addition, these four negotiations provide the authors with the jump off points for extensive discussions of the personalities involved and the tactics they used. The book is published by the Program on Negotiation at Harvard Law School, and in many ways it represents an attempt to bring the Socratic method out of the class room and on to the written page. In parenthetical asides they ask the reader to consider why certain players took certain actions or how a key decision may have influenced the whole course of events, etc.. As you read, the authors are virtually present, pushing and prodding (in a helpful way) to make sure that you are conscious of the negotiating ploys that participants utilize.

Meanwhile, in their own analysis of events, they spell out the four core concepts of what they call "breakthrough negotiation":

- (1) Diagnosing structure
- (2) Identifying barriers to agreement
- (3) Managing conflict
- (4) Building momentum

and seven principles that guide breakthrough negotiators :

- (1) Breakthrough Negotiators Shape the Structure of Their Situations
- (2) Breakthrough Negotiators Organize to Learn
- (3) Breakthrough Negotiators are Masters of Process Design
- (4) Breakthrough Negotiators Foster Agreement When Possible But Employ Force When Necessary
- (5) Breakthrough Negotiators Anticipate and Manage Conflict
- (6) Breakthrough Negotiators Build Momentum Toward Agreement
- (7) Breakthrough Negotiators Lead from the Middle

They use innumerable examples to illustrate these concepts and principles and the overall structure certainly provides a framework that would be useful to anyone involved in negotiations. In this regard, they have produced what will likely be an excellent textbook for use in the classroom.

## 22) **Nonviolent Communication: A Language of Life, 3rd Edition (Kindle Edition)**

by [Marshall B. Rosenberg](#), [Deepak Chopra](#) (Foreword)

- **File Size:** 2546 KB
- **Print Length:** 264 pages
- **Publisher:** Puddledancer Press; 3 edition (September 1, 2015)
- **ASIN:** B014OISVU4
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book is a good starting point to learn what NVC (NonViolent Communication) is all about. Reading it, you will learn that our culture is a "Domination System", where concepts of right, wrong, good, and evil sabotage our ability to communicate our needs to each other. Our language supports the illusions of "enemy images", and that the only way to get what we want is to either punish or reward others for their actions. Marshall teaches us how to recognize these pitfalls and traps of our language. He helps us probe and explore the needs behind our language, and then how to translate those needs into words so that others can understand what we need without feeling judged or threatened, or feeling as if demands are being made of them.

## 23) **Negotiating the Impossible: How to Break Deadlocks and Resolve Ugly Conflicts (without Money or Muscle)**

by [Deepak Malhotra](#)

- **File Size:** 1806 KB
- **Print Length:** 225 pages
- **Publisher:** Berrett-Koehler Publishers; 1 edition (April 4, 2016)
- **ASIN:** B01974RUO8
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** As I flipped through the pages of this book before choosing it, I couldn't help but notice the diversity of examples Deepak Malhotra used to teach readers the strategy of negotiation. From the football field to the battlefield (and no, they are not the same thing), the author pulled from both history and modern day to bring focus to the way negotiations emerge and transpire. The author describes three levers negotiators will find to be powerful tools: The Power of Framing - The Power of Process - The Power of Empathy.

Whether you are involved in sports, education, business, politics, or navigating an unfamiliar career path, this book is going to set you up for successful negotiations with the background, the methods, and the tools to get what you want out of your next deal.

## 24) [Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts](#)

by [Daniel Shapiro](#) (author)

- **Paperback:** 352 pages
- **Publisher:** Penguin Books; Reprint edition (March 7, 2017)
- **Language:** English
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** As founder and director of the Harvard International Negotiation Program, Dan Shapiro brings to bare a practical approach to conflict resolution in this masterpiece. One that is based on a wide array of experiences at all levels of society, from his personal life to the community level (NYPD) and from the State to international level (Israeli-Palestinian). After watching the Marrakesh incident on BBC's The World Debate in an episode titled "Are the Right People Talking?" in which he served as challenger between the Israeli and Palestinian business and political leaders, I am fascinated by his deep experiences with emotionally charged conflicts. Something that he explores with practical examples, suited for students, professionals, spouses, teachers, diplomats... etc.

The simplicity with which Prof. Dan handles a complex subject of "me versus you, us versus them" mindset, one that is typical in emotionally charged conflicts, is truly appealing to me as student. He uses the concept of the "Tribes Effect" (mindset that pits your identity against that of the other side) to illustrate how easily it is for people to be drawn into conflicts, be it siblings, spouses, business professionals, diplomats and even experts in conflict resolution. This is exemplified in the Davos experiment in which we see the world explode out of frustration.

Professor Dan focuses on "five lures of the tribal mind", crucial factors that parties to conflicts and even negotiators often ignore or mismanage. If there is one thing that I recommend to all those interested in resolving conflicts that transcend unity, it is for them to read through these five factors – vertigo, Repetition compulsion, Taboos, Assault on the sacred and Identity politics. This book not only tells us how these factors escalate conflicts but also provide practical steps on how to navigate and overcome them.

## Sales, PR & Feedback

### 25) [Dealing With an Angry Public: The Mutual Gains Approach to Resolving Disputes](#)

by [Lawrence Susskind](#), [Patrick T. Field](#) (Contributor)

- **Hardcover:** 288 pages
- **Publisher:** Free Press; (April 1996)
- **ISBN:** 0684823020
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book is an outstanding read for anyone needing PR advice. Whether you are only interested in the subject, a professor teaching it, or a professional employing it, this is an invaluable resource. Full of real world examples and fascinating insight its written so that a novice and expert can make sense of it, and yet it is never condescending. More than a teaching tool, it is a set of values that every PR professional should adhere to. Teaching success and how to avoid the traps, it stays interesting and flows well all the way through.

### 26) [SPIN Selling](#)

by [Neil Rackham](#) (Preface)

- **Hardcover:** 197 pages
- **Publisher:** McGraw-Hill Trade; (May 1, 1988)
- **ISBN:** 0070511136
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Initially the Name "Spin Selling" came across to be as some cheesy and manipulative model being taught by the author. After reading various books and attending seminars and workshops i was consistently referred to this book. Also i researched some of the high-performance Sales Professionals and most of them had training on SPIN Selling, so I finally decided to read Rackham's book "SPIN Selling" and I'm glad i did and yes this book i feel is the Foundation of all the Modern Sales Training out there. His Training is backed with extensive proof and facts and every single advice is backed by extensive research conducted by Huthwaite. very impressed.

"Situation - Problem - Implication and Need-Payoff", these are the four types of Questioning you will learn and the Value and relative importance of each and in what order to be used effectively.

The biggest lesson for me is the Difference of a "Implied Need" compared to "Explicit Need" and how it all boils down to uncovering "Explicit Needs" and to communicate with customers about "Benefits". This book also clears a very common mistake a lot of us do, to look at a product or solution's advantages and convey that as Benefit to customer. As per the author a "Benefit" is one that solves a Customer's "Explicit Need". Don't be discouraged by any review that writes off the book's style of writing to be research oriented, the book is around 190 Pages and it's worth the weight in gold.

## 27) [Thanks for the Feedback: The Science and Art of Receiving Feedback Well](#) (Paperback)

by [Douglas Stone](#), [Sheila Heen](#)

- **Paperback:** 368 pages
- **Publisher:** Penguin Books; 1 edition (March 31, 2015)
- **ISBN:** 0143127136
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Thanks for the Feedback reminds us that we often forget what is most important. This insightful book reminds us that improvement as a negotiator comes from assimilation of thoughtful feedback from others. The authors focus on the value of purposely causing useful feedback and accepting that feedback without defending what the negotiator believed he or she had accomplished. These Harvard instructors distinguish feedback for appreciation, evaluation and coaching and suggest that a negotiator requests the type of feedback which would be most useful, especially if the negotiator wants to improve his or her skills. Feedback is a "reach for" book in any communications library.

## Negotiation & Decision Analysis

### 28) [The Art and Science of Negotiation](#)

by [Howard Raiffa](#)

- **Paperback:** 384 pages
- **Publisher:** Belknap Pr; Reprint edition (March 1985)
- **ISBN:** 067404813X
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** In this book, Raiffa likes to distinguish between the "art" of negotiation and the "science" of negotiation. By "art of negotiation" Raiffa means dealing with the human element. By "science" Raiffa means those aspects of the negotiation process that are capable of being analyzed in a fairly structured manner.

Raiffa devotes most of this book on the "science" of the subject and uses his background as a game theorist specializing in competitive decision making as the basis for a rather analytical approach to the subject. It helps, but is not necessary, if you have a background in mathematics. If you are not math literate, skip the math and focus on the conclusions and you will do fine. Like most game theorists, Raiffa is mainly interested in determining which outcomes to negotiation are optimal for both parties. Much of his analysis is based on the premise that both parties will act in an ultimately rational manner and make decisions that will be optimal for themselves. (Note to game theorists- most of Raiffa's analysis tends to focus on the various "equilibrium points" that parties have when they negotiate.)

Of course, reality is somewhat different. Real life does not lend itself easily to mathematical models. People usually act irrationally when they negotiate and it is difficult, if not impossible, to quantify human emotions with a formula.

Nevertheless, this book is useful for people who want an analytical approach--as opposed to strategic and tactical approach-- to the subject of negotiation. The subtitle of the text ("How to resolve conflicts and get the best out of bargaining") is a little misleading. There is not much "how to" covered in this text. Rather the emphasis is on theory and analysis.

## 29) [Negotiation Analysis : The Science and Art of Collaborative Decision Making](#)

by [Howard Raiffa](#) (Author), [John Richardson](#), [David Metcalfe](#)

- **Hardcover:** 574 pages
- **Publisher:** Belknap Pr; (January 30, 2003)
- **ISBN:** 0674008901
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book has a real wow factor. I was amazed at how much ground it covers - game theory, psychology, decision analysis, negotiation stuff. There's a great balance of technical help with easy-to-read conversations between hypothetical negotiators making the tricky concepts easier to understand. You probably won't want to read it from cover-to-cover but every chapter has really useful insights on how to negotiate better with positive or negative counterparts.

## 30) [Negotiating Rationally \(Hardcover\)](#)

by [Max H. Bazerman](#)

- **Paperback:** 208 pages
- **Publisher:** Free Press (January 30, 1992)
- **ISBN:** 978-0029019856
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Absolutely excellent! Read it 3 times, highlighted important information on nearly every page. Now I refer back to it and study it prior to any important negotiations. In chapter 1 (on page 2!), Bazerman outlines negotiating strategy and seven methods for improving one's negotiating skills. The next 7 chapters systematically address each principle in clear and concise detail. It's a must read book. (It even has some very interesting facts about home buying or selling.)

# Management Negotiation

## 31) [Manager As Negotiator](#)

by [David A. Lax](#) (Author)

- **Hardcover:** 416 pages
- **Publisher:** Free Press; (January 5, 1987)
- **ISBN:** 0029187702
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This fine blend of Harvard scholarship and seasoned judgment is really two books in one. The first develops a sophisticated approach to negotiation for executives, attorneys, diplomats -- indeed, for anyone who bargains or studies its challenges. The second offers a new and compelling vision of the successful manager: as a strong, often subtle negotiator, constantly shaping agreements and informal understandings throughout the complex web of relationships in an organization.

Effective managers must be able to reach good formal accords such as contracts, out-of-court settlements, and joint venture agreements. Yet they also have to negotiate with others on whom they depend for results, resources, and authority. Whether getting fuller support from the marketing department, hammering out next year's budget, or winning the approval for a new line of business, managers must be adept at advantageously working out and modifying understandings, resolving disputes, and finding mutual gains where interests and perceptions conflict. In such situations, *The Manager as Negotiator* shows how to creatively further the totality of one's interests, including important relationships -- in a way that Richard Walton, Harvard Business School Professor of Organizational Behavior, describes as "sensitive to the nuances of negotiating in organizations" and "relentless and skillful in making systematic sense of the process."

This book differs fundamentally from the recent spate of negotiation handbooks that tend to espouse one of two approaches: the competitive ("Get yours and most of theirs, too") or the cooperative ("Everyone can always win"). Transcending such cynical and naive views, the authors develop a comprehensive approach, based on strategies and tactics for productively managing the tension between the cooperation and competition that are both inherent in bargaining.

Based on the authors' extensive experience with hundreds of cases, and peppered with a number of wide-ranging examples, *The Manager as Negotiator* will be invaluable to novice and experienced negotiators, public and private managers, academics, and anyone who needs to know the state of the art in this important field.

### 32) [Breakthrough Business Negotiation: A Toolbox for Managers](#)

by [Michael Watkins](#) (Author)

- **Hardcover:** 310 pages
- **Publisher:** Jossey-Bass; 1st edition (June 15, 2002)
- **ISBN:** 0787960128
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Watkins emphasizes multi-party negotiating, examining the power of coalitions. He diagnoses the external and situational factors that shape even two-party negotiations and provides helpful examples, diagrams and lists. His clear interesting style is a big improvement over most ponderous academic tomes on negotiations. To get the most out of this volume, really read it, and then practice the techniques. One thing is clear: business managers, dispute resolution professionals and anyone facing multi-party negotiations should bring this to the table.

### 33) [3-d Negotiation: Powerful Tools to Change the Game in Your Most Important Deals](#)

by [David A. Lax](#), [James K. Sebenius](#)

- **File Size:** 1837 KB
- **Print Length:** 302 pages
- **Publisher:** Harvard Business Review Press; 1 edition (August 24, 2006)
- **ASIN:** B007OVSQVS
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** In "3D Negotiation: Powerful Tools to Change the Game in Your Most Important Deals" by David A. Lax and James K. Sebenius, the authors observe that most negotiators think in one dimension comprised of two mutually exclusive strategies, win-win or win-lose. A negotiator often focuses on either value claiming in the win-lose approach or value creating in the win-win approach. Both strategies leave money on the table. If a negotiator expands the dimensions of the negotiation to supplement tactics with deal set up and deal design (i.e. transforming to 3D), the negotiator can both create and claim value simultaneously. This book is a must read for anyone looking to enhance their negotiation capability.

### 34) [Negotiating at Work: Turn Small Wins into Big Gains](#)

by [Deborah M. Kolb](#) & [Jessica L. Porter](#)

- **File Size:** 1370 KB
- **Print Length:** 288 pages
- **Publisher:** Jossey-Bass; 1 edition (January 6, 2015)
- **ASIN:** B00QQMWFQS
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** So many negotiations go unrecognized as opportunities to address conflict, solve problems, and achieve gains in the workplace. These small "n" negotiations are incredibly important, and the authors tell us how to embrace them and get good results. They outline the strategic challenges and give real nuts and bolts advice for how to meet those challenges, like knowing how to build interdependence with the person across the table and how to anticipate crises. They also are realistic – some negotiations will fail, so how do you pick yourself up, learn from the experience, and do better next time? When faced with opposition, what are three things you can do? How can you be true to yourself and at the same time be assertive in ways that may feel uncomfortable? As they say, "each negotiation gives you the chance to change the negotiated order." Knowing you have the tools to change the order in a way that is good for you and your organization is real power. It's a terrific book.

### 35) [Dealmaking: The New Strategy of Negotiauctions](#)

by [Guhan Subramanian](#)

- **File Size:** 1167 KB
- **Print Length:** 256 pages
- **Publisher:** W. W. Norton & Company (January 21, 2010)
- **ASIN:** B0035DVA6W
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** One of the best books I've come across on negotiations. As a practitioner (in the field of mergers and acquisitions), I found the first half of the book a good refresher of basic negotiation theory. The second half, however, was the meat on the bone. Excellent content on the roles of process setters / takers, setup, rearranging

and shut down moves. Will enable readers to think beyond their conventional wisdom in dealing with same-side-of-table negotiations. Would recommend this book to beginners / practitioners alike. The only caveat is that this is not to be considered light reading. You will need to follow the examples carefully, perhaps even with pen and paper. Follows a text-book / case study type approach peppered with theory.

## Government & Negotiation

### 36) ["You Can't Enlarge the Pie": Six Barriers to Effective Government](#)

by [Max H. Bazerman](#), [Jonathan Baron](#), [Katherine Shonk](#)

- **Paperback:** 288 pages
- **Publisher:** Basic Books; (September 2002)
- **ISBN:** 0465006329
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** No one will ever accuse government of acting like a business and accordingly, there has been a slew of books that suggest that government should. Most authors on the subject have said the same thing: efficiency, competitive incentive and the like are the tools government should adapt in order to have the success that business enjoys.

These authors disagree slightly. The key to effective business management and the trick government has yet to master is the art of trade-off. Instead of making choices based on absolutes and win/lose scenarios, government should decide policy based on maximizing gains while taking small losses.

While this is the main thread of the book, the authors are far from redundant. They apply trade-off technique to many different scenarios: Environmental policy (wherein government should work WITH businesses, not on top of them), procurement of sports teams (wherein state and county government should accept that overbidding does more damage than good), tobacco subsidies (might it be better if tobacco farmers lose their jobs rather than every American contributing to a ridiculous scheme?) and others.

What's more, this book, aside from honestly being the best book on government policy I've read in a year, is completely non-partisan and very objective. The authors are concerned with how to make wise choices and to do this, they focus on how to get there, not preconceived results. They end up with a regulatory stance on campaign finance and EPA while having a free-market stance on free trade and even private road ownership as a way to reduce traffic at key hours and keep pollution in check. While people may disagree with some of their conclusion, the premise of the book, better living through trade-offs, is a great one that is taken to great heights in this book.

### 37) [Winning the Influence Game: What Every Business Leader Should Know about Government](#)

by [Michael Watkins](#) (Author), [Mickey Edwards](#) (Author), [Usha Thakrar](#) (Author)

- **Hardcover:** 272 pages
- **Publisher:** John Wiley & Sons; 1 edition (March 26, 2001)
- **ISBN:** 0471383619
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book is absolutely essential reading for anyone working to develop and sustain business success in a global marketplace that is increasingly subject to governmental regulations. An excellent balance of sound theory and practical application that make this well-written and interesting book a worthwhile investment.

### 38) [Seven Secrets for Negotiating with Government: How to Deal with Local, State, National, or Foreign Governments--and Come Out Ahead](#)

By [Jeswald W. Salacuse](#)

- **File size:** 1651 KB
- **Print Length:** 225 pages
- **Publisher:** AMACOM (January 9, 2008)
- **ASIN:** B00144OBOW
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Professor Jeswald W. Salacuse does a masterful job of presenting his techniques for negotiating with government units. He breaks down the negotiation process, and explains the hidden agendas common to all types and levels of governments - national, state, local or foreign. He buttresses his suggestions with actual

examples of what has worked and what has failed. Whether you're going to City Hall or Capitol Hill, getAbstract recommends this manual to citizens and vendors alike. Salacuse's clear presentation will prepare you to get what you want, from a government contract to buy your jet plane to a permit to build a new patio.

## Negotiation Textbooks

### 39) [Negotiation](#) (Paperback)

by [Roy J Lewicki](#), [David M Saunders](#), [Bruce Barry](#)

- **Paperback:** 624 pages
- **Publisher:** McGraw-Hill/Irwin; 5 edition (April 26, 2005)
- **ISBN:** 0072973072
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** While an older book, these skills are timeless. This book is for the real potential masters of this subject. For the genuinely ambitious, the driven, the professional in business, the future and up and coming Bill Gates or Donald Trumps, or even Secretary of State!

Chapters include: The Nature of Negotiation, Planning and Preparation, Strategy and Tactics of Distributive Bargaining, Strategy and Tactics of Integrative Bargaining, Key Elements in the Strategic Process, Communication Processes, The Persuasion Process, The Social Structure of Negotiation, The Role of Power, The Role of a Negotiator's Personality, Converting Win-Lose to Win-Win, Ethics in Negotiation.

### 40) [Negotiation: Readings, Exercises, and Cases](#) (Paperback)

by [Roy J Lewicki](#), [David M Saunders](#), [John W Minton](#), [Bruce Barry](#)

- **Paperback:** 744 pages
- **Publisher:** McGraw-Hill/Irwin; 4 edition (June 4, 2002)
- **ISBN:** 0072429658
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This falls between the average "how to" and academic journal type articles. Great for classroom use, or for enterprising individuals who want to teach themselves about negotiation. Nearly all the authorities in organizational behavior and negotiation are included here. Nice variety of approaches to the subject. Exercises cover the range and include material on natural environment and on international negotiation. International material needs more, but gives good beginning frameworks. Exercises need teacher's manual (forthcoming?).

### 41) [Bargaining for Advantage : Negotiation Strategies for Reasonable People](#) (Paperback)

by [G. Richard Shell](#)

- **Paperback:** 286 pages
- **Publisher:** Penguin Books; Reissue edition (June 1, 2000)
- **ISBN:** 0140281916
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** I had always been under two false impressions about negotiations. First, that negotiations are all about business and commercial transactions. Second, that negotiations are about hardball tactics where the stronger side "wins" and gets away with a great deal while the weaker side is beaten down and suckered into a raw deal.

Richard Shell's book completely changed this impression. This is a book that is well written and the ideas are structured in way that I could read and take away bite-sized chunks. The book is also very practical and ends each section with a checklist to be used when you negotiate. Shell has made the book very readable by not going overboard on negotiations theories and sprinkling the book with some terrific stories. The stories range from negotiation strategies employed by Mahatma Gandhi and Akio Morita to Indonesian villagers and Tanzanian tribesmen.

The main message of the book is that negotiations are mostly about relationships and that each party may have something to offer that is of enormous value to the other party. By building your relationship and unearthing that value you can conclude a successful negotiation where everybody leaves the boardroom or village center with satisfaction. Shell draws his rich material from many negotiating situations (e.g.-: kids negotiating with their parents about dinner, an elderly widow negotiating with real estate tycoon Donald Trump, and the negotiations for buying out RJR Nabisco). He has also drawn on negotiating styles from around the world and compared the cultural differences (e.g.-: Gandhi negotiating in South Africa, the importance of networks or Guanxi in Chinese cultures, etc.)

The first part of the book focuses on the six foundations of effective negotiation - being aware of your personal style, setting goals, adhering to certain standards, building relationships, uncovering the other person's interests and making use of leverage. The second part of the book is about the negotiation process - preparing your strategy, exchanging information, the actual negotiation, and finally getting commitment. I liked Shell's use of a chessboard metaphor to put these principles into a framework. It is unlikely you will master all these skills in one shot. This is a book you want to come back to every now and then, nibble a bit, practice the skill during your next negotiation opportunity, and go read the book some more.

I would strongly recommend the book because it teaches you skills to successfully negotiate your way through life. Even if you were to measure it in narrow monetary terms this book would reward you enormously in all the big-ticket negotiations we do in our lives such as buying a car, buying a house, agreeing on a salary, or accepting your next stock options package. But, even more important Shell gives you valuable lessons about setting goals, following a strategy and building a meaningful relationship with the people you interact with whether it is your spouse, friend, grocer, or friendly neighborhood business tycoon. When I finished the book I realized that this book is not just about negotiations. It is an enlightening and entertaining book about living more effectively. While it will certainly help you negotiate a better price on your house it will also help you develop a more meaningful relationship with your spouse or child the next time you negotiate your vacation or broccoli vs. ice-cream deal.

#### 42) [Essentials of Negotiation \(Paperback\)](#)

by [Roy J Lewicki](#), [Bruce Barry](#), [David M Saunders](#), [John W Minton](#)

- **Paperback:** 288 pages
- **Publisher:** McGraw-Hill/Irwin; 3 edition (June 13, 2003)
- **ISBN:** 0072545828
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** "Essentials of Negotiation" is the popular market version of "Negotiation," which is a textbook. This one is more of a handbook for actual negotiators. The advantages of "Essentials" is that it is streamlined (making it a better intro for beginners or refresher for experienced negotiators) and less expensive. It still includes all the major topics you want to see: distributive bargaining, integrative bargaining, psychology of negotiations (including some communications tactics), ethics, and some int'l stuff. It also has a good index, making it a nice reference tool.

While it has lots of stories and examples to help readers remember concepts, my favorite feature of this book is that the author doesn't talk down to his audience. Lewicki uses technical jargon when it is appropriate (he also explains it). That precision has value, in my opinion. People who are completely new to a study of negotiation might prefer "Getting Past No" by Ury, which is also very good but perhaps more accessible. Those with some, even minimal, experience would be well-served by this book.

#### 43) [Mind and Heart of the Negotiator, 3rd Edition \(Paperback\)](#)

by [Leigh Thompson](#)

- **Paperback:** 456 pages
- **Publisher:** Prentice Hall; 3 edition (July 14, 2004)
- **ISBN:** 0131407384
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** The book is very well structured and extremely readable with real case problems. It starts off with the big picture of negotiation, leads to specific points, and includes toward the end a lot of "people skills" (likes social dilemmas or different cultures). The book is neatly structured with a great conclusion at every chapter. Quantitative support is used only where necessary and therefore kept to a minimum. I recommended as a supplementary book to Getting to Yes (still my all time favourite) or The Art and Science of Negotiation (for the very serious student).

## Gender & Negotiation

#### 44) [Women Don't Ask: Negotiation and the Gender Divide \(Hardcover\)](#)

by [Linda Babcock](#), [Sara Laschever](#) "

- **Hardcover:** 240 pages
- **Publisher:** Princeton University Press (September 2, 2003)
- **ISBN:** 069108940X
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Babcock's research shows that women's "low sense of personal entitlement - uncertainty about what their work is worth or how much they deserve to get for what they do - often deters them from

asking for more than they already have." And, she points out that the costs of the failure to ask can be high when the issue is salaries: "negotiating your starting salary for your first job can produce a gain of more than a half million dollars by the end of your career." If you read her book, you'll find out why women don't ask for what they deserve, why women should ask for what they deserve, and how they should ask for what they deserve both at home and at work. You'll also get good advice about what organizations (e.g., your employer) can do to create an environment that affirms a woman's right to ask for what she deserves.

#### 45) [Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership Success](#) Kindle Edition

by [Deborah M. Kolb Ph.D.](#), [Judith Williams Ph.D.](#) & [Carol Frohlinger JD](#)

- **File Size:** 772 KB
- **Print Length:** 258 pages
- **Publisher:** Jossey-Bass; 1 edition (August 26, 2010)
- **ASIN:** B0041G6SDC
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** I thoroughly enjoyed reading this book. I found it very detailed in explaining why women have been left out of the board rooms and ways that we are able to get ourselves there. There are many books on the market right now about women and how to break the glass ceiling. This book is one of the best that I have read in this category. I will be recommending this book to all of the women that I know. This book is not only practical for those women in the workplace but the ideas presented can be applied to various aspects of any woman's life.

#### 46) [Everyday Negotiation: Navigating the Hidden Agendas in Bargaining](#) 1st Edition

by [Deborah M. Kolb Ph.D.](#) & [Judith Williams Ph.D.](#)

- **Paperback:** 320 pages
- **Publisher:** Jossey-Bass; 1 edition (January 8, 2003)
- **ISBN:** 0787965014
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Everyday Negotiation shows how to recognize the shadow negotiation-- where the unspoken attitudes, hidden assumptions, and conflicting agendas that drive the bargaining process play out-- and how to put that knowledge to work. Originally titled The Shadow Negotiation and named by Harvard Business Review as one the Ten Best Books of 2000, this best-selling book revealed how women could master the hidden agendas that determine bargaining success. Now, the new edition, Everyday Negotiation, broadens the scope and offers the same illuminating advice for both men and women. Everyday Negotiation lays out simple steps to

- Overcome acts of self-sabotage
- Increase your bargaining power
- Establish the terms of your advocacy and encourage a collaborative discussion
- Encourage a collaborative discussion
- Think about the negotiation process in a whole new way

## Multiparty Negotiation & Consensus Building

#### 47) [The Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement](#) 1st Edition, Kindle Edition

by [Lawrence E. Susskind](#), [Sarah McKearnen](#), [Jennifer Thomas-Lamar](#)

- **File Size:** 13640 KB
- **Print Length:** 1177 pages
- **Publisher:** SAGE Publications, Inc; 1 edition (August 9, 1999)
- **Average Customer Review:** ★★★★★

This handbook on group decision-making for those wanting to operate in a consensus fashion stresses the advantages of informal, common sense approaches to working together. It describes how any group can put these approaches into practice, and relates numerous examples of situations in which such approaches have been applied.

**Excerpts of Customer Review:** This is a splendid compendium of articles and case studies by some of the leading practitioners in the field of dispute resolution. A true magnum opus which is worth the price. It takes the "fluff" out of negotiation literature and presents a welcome mix of theory and practice.

#### 48) [Multi-Party Dispute Resolution, Democracy and Decision-Making: Volume II \(Complex Dispute Resolution\)](#) 1st Edition, Kindle Edition

by [Carrie Menkel-Meadow](#) (Editor)

- **File Size:** 5094 KB
- **Print Length:** 602 pages
- **Publisher:** Routledge; 1 edition (May 15, 2017)
- **ASIN:** B072PL5F5P
- **No customer review yet**

The articles selected for this volume draw on game theory, political science, psychology, sociology and anthropology to consider how the process of dispute resolution is altered, challenged and made more complex by the presence of multiple parties and/or multiple issues. The volume explores issues of coalition formation, defection, collaboration, commitments, voting practices, and joint decision making in settings of increasing human complexity. Also included are examples of concrete uses of deliberative democracy processes taken from new applications of complex dispute resolution theory and practice. The selected essays represent the latest theoretical advances and challenges in the field and demonstrate attempts to use dispute resolution theory in a wide variety of settings such as political decision making and policy formation; regulatory matters; environmental disputes; healthcare; community disputes; constitutional formation; and in many other controversial issues in the polity.

#### 49) [Multiparty Negotiation](#) 1st Edition

by [Lawrence Susskind](#) & [Larry Crump](#) (Editors)

- **Hardcover:** 1672 pages
- **Publisher:** SAGE Publications Ltd; 1 edition (October 15, 2008)
- **ISBN:** 1412948126
- **No customer review yet**

Multiparty negotiation is a rapidly developing but complex field whose literature is scattered across a broad range of disciplines and sources. This four-volume collection consolidates this knowledge by bringing together classic works and cutting-edge papers from law, international politics, organization studies and public administration. " Multiparty Negotiation: An Introduction to Theory and Practice; " Public Dispute Resolution; " Organisational and Group Negotiations; " Complex Legal Transactions; " International Negotiations.

## Negotiation Stories

#### 50) [On the Same Side: 133 Stories to Help Resolve Conflict](#) (Paperback)

by [Francisco Ingouville](#)

- **Series:** Lucky Duck Books (Book 952)
- **Print Length:** 136 pages
- **Publisher:** SAGE Publications Ltd; 1 edition (May 19, 2005)
- **ISBN:** 978-1412910798

**Given Review (no customer reviews yet):** 'This book will be of interest to most educational psychologists (EPs). It may appeal just as an entertaining means for reflection on personal values and beliefs, or could operate as a route for learning more about mediation' - **Debate**

This captivating resource is for anyone who is interested in learning more about using negotiation and mediation to settle conflicts positively and effectively. Francisco's engaging and amusing book of memories, anecdotes and examples draws on his own experience to illustrate the vast array of human conflict and solutions. The stories can be used to:

- o generate discussion
- o stimulate thinking in assemblies
- o enrich mediation training
- o support win/win positions
- o help those in conflict find solutions.

You will find many different meanings and complex ideas embedded in these insightful, light-hearted and fascinating narratives. This is a book that you'll come back to time after time.

## 51) [Great Negotiations: Agreements that Changed the Modern World](#)

by [Fredrik Stanton](#)

- **File Size:** 2286 KB
- **Print Length:** 304 pages
- **Publisher:** Westholme Publishing; 2 edition (April 15, 2010)
- **ASIN:** B005D0TCUQ
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Commencing with the American Founding and concluding with one of the final standoffs of the Cold War, Stanton re-introduces us to the seminal events that have shaped the world in which we live. However, the contribution that this book makes is not that it recounts these decisive moments but rather it discusses the immediate circumstances and thinking behind each stroke made by the key players during some of the most pivotal moments in history. Whether chronicling diplomatic impasses or the establishment of treaties, while the reader knows the end result they are nonetheless intrigued by the often unknown elements that are woven into this work and thrilled by many unrecognized moments that could have entirely altered the course of history. Such an example is the utilization of information only recently made available by the Kremlin related to the Reykjavik Summit between Reagan and Gorbachev.

Stanton's style is that of a storyteller, but he is an adroit analyst whose work is well researched and detailed so as to interest both the serious historian as well as the curious mind. His eight chapters are manageable in length and lucidly written so that each can be easily handled in a single sitting.

This is a look at the true drivers behind historic events viewed through a relevant and underutilized lens that will refresh one's memory, inform, and incite an interest in further study.

## Negotiation With More Win-Lose Advice

### 52) [Negotiation Genius: How to Overcome Obstacles and Achieve Brilliant Results at the Bargaining Table and Beyond](#)

by [Deepak Malhotra](#), [Max Bazerman](#)

- **File Size:** 1723 KB
- **Print Length:** 352 pages
- **Publisher:** Bantam (September 25, 2007)
- **ASIN:** B000W9188M
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** I haven't read much in this genre, but I found this book to be excellent at providing a framework from which to build negotiation skills. I think it's quite realistic about the scope of negotiation, which I found refreshing. It focuses both on the hard "how to claim as much value as possible", but also advises on how to build value through your negotiation by learning, through discussion, what things the other side values. I also appreciated the qualitative aspects covered, such as pointing out how most negotiations are part of ongoing relationships, so that a good negotiation should only strengthen the relationship between people. I think that is an incredibly important aspect of negotiations that most people gloss over, but dramatically changes the color of how you claim value in negotiations. Moreover, his discussions about lying during a negotiation, and cognitive biases you are up against in others (as well as yourself!) are very thoughtful. The latter is especially helpful and eye-opening (and the former is helpful too for those in more morally nebulous territories). It definitely made me re-think many of the negotiations I've had in the past and will certainly influence the negotiations I have in the future.

### 53) [Friend and Foe: When to Cooperate, When to Compete, and How to Succeed at Both](#)

by [Adam Galinsky](#), [Maurice Schweitzer](#)

- **File Size:** 988 KB
- **Print Length:** 320 pages
- **Publisher:** Cornerstone Digital (September 24, 2015)
- **ASIN:** B00EKOBTUC
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Friend and Foe provides a great guide on how to navigate our world with all its complexities and dynamic changes. At the core of our work is the relationships we have with our colleagues, whether equals, bosses or employees. The best "win" is when we can develop these relationships to achieve a goal. Adam Galinsky and Maurice Schweitzer have put together a book where each chapter builds upon the previous chapters to

highlight critical take home messages on how we behave in the real world and ways we can improve our outcomes. (I have already incorporated the power position to get myself ready for a big meeting.) The book is easy to read and does a great job of combining real world stories with research either completed by the authors or other experts. From the beginning of a relationship to the completion of the deal, this book provides helpful guidance on how to successfully compete in today's world but also how to live within it. These lessons are not just for the workplace but will help you in your life outside of work, as the authors point out throughout the book. Finally, as a father of 3 daughters, I will be sure to suggest each one reads the chapter on being a woman in the workplace. (Chapter 4) The authors have done a great job of highlighting the inequalities woman face but also offer strategies on how to hopefully gain some equal footing.

#### 54) [Never Split the Difference: Negotiating as if Your Life Depended on It \(Kindle Edition\)](#)

by [Chris Voss](#), [Tahl Raz](#)

- **File Size:** 1243 KB
- **Print Length:** 293 pages
- **Publisher:** Cornerstone Digital (May 19, 2016)
- **ASIN:** B018FHCPDO
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Mixes practical applications and communication tools you can use in your negotiations with some great stories from his work work in international terrorist negotiation and later as a private consultant to corporations. He discusses the Ackerman model; how to pivot to terms to avoid the haggle. You'll learn the use of labels and calibrated questions. How to unearth the Black Swan. All of this you need to know. All illustrated with real world business examples, not necessarily from the world of terrorist negotiation.

#### 55) [Getting More: How You Can Negotiate to Succeed in Work and Life \(Paperback\)](#)

by [Stuart Diamond](#)

- **Print Length:** 416 pages
- **Publisher:** Currency
- **ISBN:** 978-0307716903
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book is more than just a book on negotiation - it's a book about basic human interaction. Negotiation occurs almost every time we interact with others, and this book will teach you how to not only get more out these negotiations, but how to make each side happy with the outcome. Whether it's getting your kid to eat his vegetables or a Fortune 500 company to do business in your country, the principals in this book work for it all. It is honestly one of the most useful and beneficial books I have ever read.

#### 56) [Negotiating with Giants \(Paperback\)](#)

by [Peter D. Johnston](#)

- **Print Length:** 288 pages
- **Publisher:** Negotiation Press. Available through Baker & Taylor; 1st edition (February 10, 2012)
- **ISBN:** 978-0980942101
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Each of us, at some point in our lives, will confront our own goliath: a boss, company, government or nation that's dramatically bigger and more powerful than us. While the odds may seem stacked against us, "Negotiating with Giants" provides a golden ray of hope. The author reminds us that we're "negotiating", not simply when we're "at the table", but whenever we try to influence our giant in any way. He then clearly defines the secrets and strategies for "getting what you want, against the odds", with a writing style that is crisp, strong and confident. While the book is highly thorough and intelligent, it is equally engaging and entertaining. What makes this book truly stand out is the rich stories the author draws on to bring his key messages to life. Dozens of true stories, encompassing business, political, social, and individual situations, are viewed through the lens of giant negotiations. These stories alone make great reading.

"Negotiating with Giants" is well-organized and highly accessible. It includes chapter summaries ("Final Thoughts"), and a four page, back-of-the-book summary (more authors should include one!) that cross-references the negotiation secrets and strategies, with stories and page numbers. These thoughtful features make me believe "Negotiating with Giants" will be an indispensable reference tool for business executives, politicians, citizens and activists...or anyone else, for that matter, facing a goliath.

## 57) [Getting \(More of\) What You Want: How the Secrets of Economics and Psychology Can Help You Negotiate Anything, in Business and in Life](#)

by [Margaret A. Neale](#), [Thomas Z. Lys](#)

- **File Size:** 1432 KB
- **Print Length:** 288 pages
- **Publisher:** Basic Books (July 14, 2015)
- **ASIN:** B06XCF9TC3
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** This book by Neale and Lys is a negotiations playbook and adviser. Any question you have, you can turn to the section for that topic and get a response. My favorite thing about the book is how much counter-intuitive information there is. Perhaps you should make the first offer. Perhaps you shouldn't keep a straight, even-keeled face in a negotiation. Perhaps you need to do even more preparation than you had done. Perhaps you need to be both competitive and cooperative. Perhaps the goal should not be to come to an agreement.

Just when I think a concept is already powerful, the authors solidify it through a crisp story of how it worked in real life. Plus the authors aren't afraid to be vulnerable - showing when a technique worked or didn't work in their own lives and in those of others.

I have read this book over and over, and I'll continue to do so. It's like having a personal negotiations coach at your side.

## 58) [The Truth About Negotiations](#)

by [Leigh Thompson](#)

- **File Size:** 565 KB
- **Print Length:** 213 pages
- **Publisher:** FT Press; 2 edition (June 26, 2013)
- **ASIN:** B00DN7WV16
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Thoroughly incorporates the value-creating approach of the Fisher/Ury/Patton school while smartly setting out how to handle the distributive aspects of negotiations.

## 59) [The Righteous Mind: Why Good People Are Divided by Politics and Religion](#)

by [Jonathan Haidt](#)

- **Publisher :** Vintage; Illustrated edition (February 12, 2013)
- **Paperback :** 528 pages
- **Best Sellers Rank:** #1 in Evolutionary Psychology
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** The Righteous Mind is hands-down the most important book I've ever consumed. Haidt's understanding of human morality and the science of communication and decision making are weaved together into an approachable, beautiful and potentially life changing symphony.

I have struggled for years to communicate with some of my friends and family. So many words were wasted discussing politics, religion and conspiracy theories and all we ever accomplished was self-fulfillment. We never had resolution and we never succeeded in convincing the other side.

I'm a person who considers myself well-read and a champion for pragmatism and logic. You can probably imagine how frustrated I felt when I was consistently unable to win arguments about out-there, government's coming for us-so buy some guns, conspiracy discussions.

Something had to give, so I went searching and ended up on this book. I read it, digested it and decided to try and apply the principles to my communications. I was determined to "align with their elephant" first so I could then shift their mindset to my point of view. Let's be honest: I was just trying to manipulate other people into seeing things my way.

Well, something incredible and completely unintentional happened: I realized I was wrong, a lot. One of the foundational pieces discussed in the book is the fact that we, as humans, make decisions in the parts of our brain that aren't subject to critical thinking. If you want to sway someones opinion, Haidt suggests, you must first appeal to their elephant (the emotional part of their brain or "why they feel the way they do").

In the effort to start practicing this: I dedicated myself to asking "why do they believe this way?" first and only made suggestions after I felt that I could articulate what the other person was "feeling" about the subject. A crazy thing

happened: many times I would find myself changing my mind about a subject mid conversation. As it turns out, other people aren't quite as crazy as I thought, they just have different experiences than I do.

After I spent some time training my brain, I started to conversate this way without any conscious effort. I actually seem to have re-wired my brain. The implication of this can't be overstated. I now see the world in completely different ways and I feel that I can actually empathize for the first time in my life.

I only wish everyone could read this book, understand their natural decision making process and be aware of what's happening to them when they have disagreements or strong opinions on a subject.

## NEW ONES TO ADD

### 60) [Start with No...The Negotiating Tools that the Pros Don't Want You to Know](#)

by [Jim Camp](#)

- **Publisher** : Currency; 1st edition (July 15, 2002)
- **Paperback** : 288 pages
- **ISBN** : 978-0609608005
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** Essential reading for anyone who has to negotiate (That includes everyone). I just want to give a quick shout out for this book "Start with No". I found it after listening to a bunch of interviews that the author gave before he passed on. I'll have to say the world is poorer because Jim Camp is no longer with us, but much richer because of the legacy he left.

Key takeaways:

- \* Don't be needy.
- \* Don't be afraid of No. It is actually the best thing you can hear, because it marks the beginning (not the end) of the real negotiation.
- \* Have an agenda before you show up.
- \* It's not about you. It's about the vision you create in the mind of your counterpart. Forget yourself. Serve.
- \* Focus on your behavior. You cannot control the outcome.
- \* No expectations. No assumptions. No talking.

Get this book. Read it. Live it.

### 61) [The Peacemakers: Leadership Lessons from Twentieth-Century Statesmanship](#)

by [Bruce W. Jentleson](#)

- **File size** : 1063 KB
- **Print Length** : 400 pages
- **Publisher** : W. W. Norton & Company; 1st edition (April 24, 2018)
- **ASIN** : B073VXDLTT
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** Not to be confused with a "Great Man" walk through history, Bruce W. Jentleson's analysis recognizes the unique traits in 20th century statesman (broadly defined public servants) that led them to succeed where most would fail. Jentleson repurposes a baseball term to quantify this quality. A player's WARP value (Wins Above Replacement Player) is claimed to be the number of additional wins his team has achieved above the number of expected team wins if that player were substituted with a replacement-level player: a player who may be added to the team for minimal cost and effort.

Jentleson introduces the term Statesman Above Replacement Leader (SARL) to judge each leader in comparison to other plausible candidates for the role taken. For example, UN Secretary-General Dag Hammarskjold (1953-1961) had a high SARL because he was able to resolve crises (e.g., Suez) that would have escalated into larger conflict were it not for his adept statesmanship. At its core, this book is about high SARL leaders and what makes them special, even while acknowledging their faults, where they exist.

The five main sections are as follows: Managing Major Power Rivalries, Building International Institutions, Reconciling the Politics of Identity, Advancing and Protecting Human Rights, and Fostering Global Sustainability. Each section has 2-4 profiles, some well known (e.g., Gandhi, Mandela, Gorbachev), others not so much (Brundtland, Benenson, Walesa), followed by a Foreign Affairs-esque explainer on the 21st century agenda within that field, in context. The reader comes

away with a vision of a pantheon of leaders—a fresh light on familiar faces, an unveiling of unsung heroes—and an optimism that with the right kind of leaders, today's problems can be solved.

I recommend this book, 5/5.

## 62) [A History of Warfare](#)

by [John Keegan](#)

- **File size** : 15987 KB
- **Print Length** : 474 pages
- **Publisher** : Vintage; 1st edition (September 19, 2012)
- **ASIN** : B0092EE2ZE
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** Well-researched and skillfully delivered, *A History of Warfare* follows humanity's warring tendencies from the tribal times up to the nuclear-weapons realities of the Cold War. Keegan picks representative civilizations in each era and shows how their culture/environment shaped their concept of war and the way it was carried out (eg. the mobile cavalry of ancient steppe-nomads or the tight formations and the pitched battle to death of the classical Greeks).

The approach has the downside of not offering a truly comprehensive history - for example, of all the post-ancient African civilizations, the book covers the Zulus of Shaka only. However, it succeeds in demonstrating well the author's thesis that war is the natural extension of human culture. I wish however that Keegan had focused more on developing this thesis rather than on frequently attacking von Clausewitz (~war as the extension of politics), which got a bit tiring toward the end.

## 63) [On the Manner of Negotiating with Princes: From Sovereigns to CEOs, Envoys to Executives -- Classic Principles of Diplomacy and the Art of Negotiation](#)

by [Callieres](#) (Author), A.F. Whyte (Translator), Charles Handy (Introduction)

- **Publisher** : Houghton Mifflin Harcourt; 1st Edition (May 30, 2000)
- **Paperback** : 110 pages
- **ISBN-13** : 978-0618055128
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** This book was originally written as a letter to the Duc d'Orleans who was the regent for Louis XV while he was a boy. De Callieres had been an envoy extraordinary for Louis XIV who had recently died. The Duc d'Orleans is famous in history for being putty in the hands of John Law, leading to the debasement of the French currency and the collapse of the Mississippi Bubble (see *Millionaire* for details).

In the letter, the hidden agenda was to convince the Duc to let career diplomats from good families do the ambassadorial tasks, emphasizing peace over hostilities. Louis XIV had virtually bankrupted France with his many long and expensive wars that provided little benefit. Without a more sensible foreign policy, France was in serious trouble. Based on his past behavior patterns, the Duc was likely to send his card-playing buddies from the military ranks to take on these chores, and diplomatic disaster was likely to follow.

The first two-thirds of the book is a Renaissance-like description of the ideal man (there was not much role for women in his mind, other than as people to use as sources of indirect influence on princes). The description is obviously overstated to make a point: There's no one this good, but you'd better look for the best person you can. The final third is full of day-to-day advice about what a diplomat must do (sort of *Diplomacy 101* for those who have not done it before). This includes details how to be introduced at court, the role of your own spies, and so forth. The final third seems remarkably modern. Perhaps it is even used in some diplomatic training today.

The only puzzling thing about the book is the introduction by Charles Handy. In the introduction, Handy argues that you can take the word 'negotiating' in the text and substitute the word 'management.' In so doing, he tries to transform this into a treatise on management. I don't think so. Sure, there are areas where management issues come up, such as in the selection of diplomatic personnel, but that's not the focus of this book either directly or indirectly. If he had argued that this book was the *How to Win Friends and Influence People* of the 18th century, I would have agreed with that. I'd skip the introduction. It will only confuse matters for you, and throw you off the track of what the book is really about -- being a loyal agent for someone with whom you are not in daily contact but whose most important matters are in your hands. The modern-day equivalent would be handling a labor negotiation for a company in an inaccessible foreign location.

The Prince is like the 800 pound gorilla. He can sit wherever he wants, so the task of negotiating with him is a delicate one. If you've ever had a boss like that, you'll find it humorous to compare your former boss to the descriptions in this book.

If the publisher does want to turn this into a management book, I suggest a different approach. Combine the text of this book with text and examples of a modern management sort to provide the current context for the reader. As it is now, Peter Drucker would be able to fill in the blanks for himself but few other readers would be able to do so without more guidance. You have to connect the dots to draw the picture for the reader!

## 64) [Pre-Suasion: A Revolutionary Way to Influence and Persuade](#)

by [Robert B. Cialdini](#)

- **File size** : 11065 KB
- **Print Length** : 352 pages
- **Publisher** : Cornerstone Digital; 1st edition (September 8, 2016)
- **ASIN** : B01A6DJD7Q
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** Robert Cialdini's 1984 book Influence: The Psychology of Persuasion has sold over three million copies and has been translated into thirty languages. The book brought science to the art of persuasion, and set out the famed Six Principles of Influence: social proof, reciprocity, authority, liking, scarcity and consistency. There is a good 10 minute summary of the work here.

Someone recently recommended that I read his new book Pre-suasion. This book is about research into "Priming". This is the idea that our decisions are substantially influenced by seemingly trivial items.

For example, a company was introducing a new soft drink and had representatives stationed in a mall. Their job was to stop shoppers, explain the features of the new soft drink and attempt to gain the shoppers email address in exchange for the promise of a sample. The success rate was less than 33%. But when a Pre-Suasion question, "Are you adventurous?" was asked prior to launching into the discussion about the new soft drink, the results were astounding. First 97% of the people responded that there were in fact adventurous. They all had a better than average sense of humour as well. But what was really amazing was that once people had affirmed they were adventurous, the success rate shot up to 75%.

A key message of the book is that we like those who are like us, be it liking the same sports or sharing a nationality. This is also a key message of the Humm-Wadsworth. [...] If two individuals share a dominant Humm Component, it is highly likely they will get along with each other.

A wonderful example of this "liking" effect were the Lithuanian Jews who had escaped to Shanghai and Japan during WWII after gaining Japanese travel visas. The Japanese, post Pearl Harbour, had become allies of the Nazis who in turn demanded these Jews be killed. The Japanese asked the Jews why they were so hated by the Nazis. The answer by Rabbi Kalisch was telling, "It is because we are Asians, just like you." Understanding the social power of saying the right thing at the right time saved a large group of Jews from death.

Another interesting application discussed in the book is when to use "I think" or "I feel." Normals and Engineers are logical in their decision making and "I think" is the best approach. By contrast the other five Humm components are emotional in their decision making and "I feel" is the best approach. This is a great example of Practical Emotional Intelligence in action.

I found Pre-suasion to be a lively and engaging book. It's a tour through social psychology. Note the actual book is 233 pages long but the references and end notes are about 150 pages.

## 65) [The Deals That Made the World: Reckless Ambition, Backroom Negotiations, and the Hidden Truths of Business](#)

by [Jacques Peretti](#)

- **File size** : 1722 KB
- **Print Length** : 323 pages
- **Publisher** : William Morrow; Reprint edition (March 27, 2018)
- **ASIN** : B072HLQTXZ
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** It seems to be lacking a comprehensiveness but I'm still finding it engaging. At times there seems to be some grammatical bungling. In other words, the sentence flow isn't seamless and I have to notate it and mentally correct it. But I thoroughly enjoy books that tell all!

## 66) [The Better Angels of Our Nature: Why Violence Has Declined](#)

by [Steven Pinker](#)

- **File size** : 8096 KB
- **Print Length** : 844 pages
- **Publisher** : Penguin Books (October 4, 2011)
- **ASIN** : B0052REUW0
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** Pinker's very scholarly tome offers, in great detail, the evidence that war, torture, racism, murder, and violent crime have all been declining slowly throughout that last few millennia--and even in the last century. For fans of science (how many of us are left?), he describes in great detail how he and others have analyzed the data, but offers familiar examples through literature, fairy tales, movies, mythology, and scripture. He carefully analyzes the factors responsible for the decline of violence, including democracy and literature. This books is such a breath of fresh air in a time when the politicians and the media are all trying to convince us that our world is going to hell in a hand basket.

## 67) [Trump: The Art of the Deal](#)

by [Donald Trump](#)

- **File size** : 11292 KB
- **Print Length** : 376 pages
- **Publisher** : Cornerstone Digital; 1st edition (November 17, 2016)
- **ASIN** : B01N3U67V8
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** The Art of the Deal is a fascinating look at Trump. It describes his style, shows how he uses it effectively and provides interesting insight into how he deals with bureaucracy, the press and those with whom he's negotiating. If you like Trump, you'll probably admire him more after you finish the book. If you're not a Trump fan, it might help to explain how he's so successful with what appears to be a very chaotic work style. I enjoyed the read and learned something in the process.

## 68) [The Culture Map](#)

by [Erin Meyer](#)

- **Publisher** : PublicAffairs; Illustrated edition (January 5, 2016)
- **Paperback** : 288 pages
- **ISBN** : 9781610392761
- **Average Customer Review**: ★★★★★

**Excerpts of Customer Review:** This book really is for everyone, not just the traveler, or international business guru, I highly recommend this read. I found it insightful and helpful as I prepared to spend time studying abroad for my MA. I also believe this is a great resource for anyone in higher education. Having spent the last 11 years working at a University I see multiple applications to the diversity a college campus often fosters.

Myers says, "The point here is that when examining how people from different culture relate to one another, what matters is not the absolute position of either culture on the scale but rather the relative position of the two cultures. It is this relative positioning that determines how people view each other." In other words, you can't claim someone is a specific way without understanding the person you are describing them to more fully. For example, if I say "she is friendly" to both a very quiet person and to a vocal extrovert the expectations they develop may vary. One version of friendly might look very laid back and smiley, while the other looks more chatty and charismatic. I plan to use this resource for all levels of culture mapping both when abroad and on my home base.

## 69) [Questions Are the Answer: A Breakthrough Approach to Your Most Vexing Problems at Work and in Life](#)

by [Hal B. Gregersen](#) (Author), Ed Catmull (Foreword)

- **File size** : 18870 KB
- **Print Length** : 323 pages
- **Publisher** : Harper Business (November 13, 2018)
- **ASIN** : B076H27PRJ

- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** Business and self-improvement books often leave me with lingering dread that I'll eventually forget their principles or that their suggestions will inevitably fall out of habit. "Questions are the Answer" is different. After turning the book's final pages, I felt an assured expectation that my life would be better simply because its breakthrough perspectives were that powerful to me. In the days since reading, I have felt at least 5% more purposeful and cognitively free as I've considered my life's path, my career, and even my daily tasks.

After doing a "question burst," as suggested in Chapter 3, I arrived at a personally meaningful question: "How would my life change if, instead of seeking to be someone important, I entirely sought after doing something important?"

For me, this book is among the greats. While I don't know the full extent to which it will impact my life's path, I get the feeling it is among the likes of "When Breath Becomes Air" and "Thinking, Fast and Slow."

## 70) **The Chimp Paradox: The Acclaimed Mind Management Programme to Help You Achieve Success, Confidence and Happiness**

by [Professor Steve Peters](#)

- **File size :** 2703 KB
- **Print Length :** 354 pages
- **Publisher :** Ebury Digital (January 5, 2012)
- **ASIN :** B006K26BEQ
- **Average Customer Review:** ★★★★★

**Excerpts of Customer Review:** There are two phrases, among others, that I like to live by. The first is "if you don't like something change it, if you can't change it change your attitude towards it." And the second one is "you can't control how you feel, but you can control how you react to it." These two phrases have Chimp Paradox written all over it, and this book is pretty much the great elaboration of the phrases.

Derive his fact-based theories from neurological researches and decades of experience, Prof Steve Peters analyses the mechanism of the brain between the Frontal (the logical Human), the Limbic (the emotional Chimp) and Parietal (the memory-storing Computer), and how different functions of these 3 can conflict and/or complement each others to produce our thinking process and decision making process.

Surprisingly, for such a complex subject matter this book is really a light reading, which is written in a simple and concise way using easy to digest symbols, diagrams and bullet points. But yet, when I tried to read more on neuobiology as a follow up, I can somehow keep up with the complicated and serious stuff thanks to the understanding from this book.

It is by far the book that I highlighted the most, with every single line seems to be important, and it is so psychologically spot on that it feels like it is tailored on the conflicts between my own Human and Chimp. It also gives me huge understanding on how to differentiate between the Human and the Chimp in people around me (and how to engage to them accordingly), and it even has given me a clear and simple solutions to some of my, my family's, and friends' real problems. 5 stars!