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Rationally

In Negotiating Rationally, Max Bazerman and Margaret Neale explain how to avoid the pitfalls of irrationality and gain the upper hand in negotiations. For example, managers tend

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to be overconfident, to recklessly escalate previous commitments, and fail to consider the tactics of the other party.

Negotiating Rationally: Max H. Bazerman, Margaret Neale

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Negotiating rationally means making the best decisions to maximize your interests.

However, we are not concerned with "getting to yes." Our work shows that in many cases, no agreement at

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all is better than "getting to yes."

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maximize your interests. However, we are not concerned with "getting to yes." Our work shows that in many cases, no agreement at all is better than "getting to yes."

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The book is structured around the premise that negotiating rationally means making the best decisions to maximize one's own interests. This includes



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Negotiating Rationally by  
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In Negotiating Rationally,  
Max Bazerman and Margaret  
Neale explain how to avoid  
the pitfalls of  
irrationality and gain the  
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For example, managers tend to be overconfident, to recklessly escalate previous commitments, and fail to consider the tactics of the other party. Drawing on their research, the authors show how we are prisoners of

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our own assumptions.

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but rather because by negotiating rationally, we will improve the likelihood that we will reach better agreements as well as know which opportunities or deals we are better off avoiding. Since negotiation is a

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decision-making process that involves other people that do not have the same desires or preferences, the goal of a negotiation is not

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sound basis in how to rationally approach a negotiation.

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In a negotiation, when a firm's representative is unwilling to grant even seemingly reasonable concessions (see also, Four Strategies for Making



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Concessions), you might question his rationality—or you might try to find out how much authority he has to negotiate a comprehensive, value-maximizing deal.

Irrationality in

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Negotiating rationally means knowing how to reach the best agreement, not just any agreement. What we've learned will help you avoid decisions that leave both

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other party.

Negotiating Rationally on  
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Although much of the  
research on negotiation has  
fo- cused on a dyadic (i.e.,  
two-party) level of

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analysis, we conceptualize the negotiation process as a multiparty decision making activity where the individual cognitions of each party and the interactive dynamics of multiple parties are critical

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elements.

Negotiator cognition and rationality: A behavioral

...

Negotiating rationally means making the best decisions to maximize your interests.

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However, we are not concerned with “getting to yes. Negotiating rationally means knowing how to reach the best agreement, not just any agreement. What we’ve learned will help you avoid decisions that leave both



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you and those you negotiate with worse off.

BAZERMAN NEALE NEGOTIATING RATIONALLY PDF

If he is heavily constrained, you might try to negotiate with someone

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who has greater dealmaking authority. In negotiation, a wide variety of possible constraints exist. The other side may be constrained by advice from her lawyers, by the fear of setting a dangerous precedent, by

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promises she has made to other parties, by time pressure, and so on.

Dealing with the  
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negotiations with yourself

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or negotiations with Others. What is it that is being negotiated? Think for example, about money, time, status and prestige, trust, space, family status, future growth possibilities, etc. Is money the most important

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subject? Name some ways you could find out how effective you are in this real-life negotiation that really

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I would argue, however, that even if you feel the urge to rush through negotiation, you need to stop and plan. After all, this is a high-stakes process, and you need to detach yourself emotionally from the outcome

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if you want to succeed. It is best to approach negotiation as calmly and rationally as possible.

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