Essentials of Negotiation

2024 Release

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Dedication

We dedicate this book to all negotiation, mediation, and dispute resolution professionals who try to make the world a more peaceful and prosperous place.

And to John W. Minton (1946–2007): friend, colleague, and co-author.

About the Authors

Roy J. Lewicki is the Irving Abramowitz Memorial Professor of Business Ethics Emeritus and Professor of Management and Human Resources Emeritus at the Max M. Fisher College of Business, The Ohio State University. He has authored or edited over 40 books, as well as numerous research articles and book chapters. Professor Lewicki has served as the president of the International Association for Conflict Management, and he received its Lifetime Achievement Award in 2013. He received the Academy of Management's Distinguished Educator Award in 2005 and has been recognized as a Fellow of the International Association of Conflict Management, the Academy of Management, and the Organizational Behavior Teaching Society for his contributions to the fields of teaching and research in negotiation and dispute resolution.

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Preface

Welcome to the 2024 Release of *Essentials of Negotiation!* Again, this book represents our response to many faculty who wanted a brief version of the longer text, *Negotiation* (Ninth Edition). The objective of this shorter version is to provide the reader with the core concepts of negotiation in a more succinct presentation. Many faculty requested such a book for use in shorter academic courses, executive education programs, or as a companion to other resource materials. It is suitable for courses in negotiation, labor relations, conflict management, human resource management, and the like.

Overview of This Book

The organization of this volume generally follows the more complete Ninth Edition of *Negotiation.* The fundamental difference between this and the Ninth Edition text is that this book contains only 12 chapters, while the complete Ninth Edition contains 20 chapters. The first four chapters have only been minimally shortened for this volume, because we believe that the content is essential to any negotiation course. (The shortening process includes editing out some of the more research-oriented references and descriptions, deleting many of the boxes and sidebars, and occasionally some secondary sections.) Similarly, the last chapter is reproduced in full. The other seven chapters from *Negotiation,* have been included, but shortened by 25–50 percent each.

For the instructor who is not familiar with *Essentials* (the first seven editions) or *Negotiation* (Ninth or earlier editions), a brief overview is in order. The first five chapters introduce the reader to “Negotiation Fundamentals.” The first chapter introduces the field of negotiation and conflict management, describes the basic problem of interdependence with other people, and briefly explores the challenges of managing that interdependence. Chapters 2 and 3 then present the two core strategic approaches to negotiation: the basic dynamics of competitive (win–lose) bargaining (Chapter 2) and the basic dynamics of integrative (win–win) negotiation (Chapter 3). Chapter 4 describes the fundamental prework that negotiators must do to get ready for a negotiation: selecting the strategy, framing the issues, defining negotiation objectives, and planning the steps one will pursue to achieve those objectives. In Chapter 5, we examine the ethical standards and criteria that surround negotiation. The effective negotiator must recognize when ethical questions are relevant and what factors must be considered to address them effectively.

The next three chapters describe the fundamental psychological subprocesses of negotiation: perception, cognition, and emotion; communication; and power. In Chapter 6, we review the basic processes of perception, cognition, and emotion in negotiation. We specifically examine common cognitive and judgment biases made by negotiators and how emotion can affect negotiations. In Chapter 7, we examine communication dynamics. We look at the ways that negotiators communicate their interests, positions, and goals and how this information is communicated to the other. Chapter 8 focuses on power and influence. We look at the capabilities negotiators can muster power to pressure the other side, so as to change his or her perspective or give in to our arguments. This chapter also integrates a chapter on influence from the larger text; we believe that these two chapters belong together to fully understand how power is derived and how it can be exercised.

The next two chapters examine the social contexts in which these negotiations occur and influence how they evolve. In Chapter 9, we examine how the negotiation process changes when the parties have an established relationship with each other and how the type of relationship affects the negotiation process. We also examine the key roles played by trust, justice, and negotiator reputation in shaping negotiations. In Chapter 10, we look at multiparty negotiations, when multiple individuals must work together as a group, team, or task force to solve a complex problem or make a decision.

In Chapter 11, we attempt to clarify how international and cross-cultural differences can shape the diverse ways that parties approach negotiations.

Finally, in Chapter 12, we present a new concluding chapter, summarizing the book's content and offering ten best practices principles for all negotiators.

Comparison of This Book to the Seventh Edition of *Essentials*

Edits and updates have been made in all chapters to improve clarity and ensure the content is current, and new research findings have been included in most chapters as well. The references have been updated throughout, and the following list highlights some of the changes made for the 2024 Release.

Chapter 2:

- New discussion of the role of phantom anchors in negotiation
- New discussion of the role of external cues in negotiation
- New paragraph added on decreasing concessions vs. single large concessions

Chapter 3:

- New box: Finding the Collective Goal
- New box: Identifying the Problem at Acme Electronics Plant

Chapter 5:

- New discussion of the distinction between bluffs and lies
- New discussion of ethical fading (losing sight of the ethics of a situation)
- New cartoon added

Chapter 6:

- New text added to the discussions of framing, cognitive biases, and emotions

Chapter 7:

- New subsection on Negotiating via Email
- New subsection on Negotiating via Texting
- New subsection on Negotiating via Videoconference

Chapter 8:

- Chapter has been retitled as Power and Influence in Negotiation
- New section and discussion added: Influence: Power in Action
- New section and discussion added: Two Routes to Influence: An Organizing Model
- New section and discussion added: The Central Route to Influence: The Message and Its Delivery
- New section and discussion added: Peripheral Routes to Influence
- New box added: If a Message Is Believable, Does That Make the Source Credible?
- New section and discussion added on The Role of Receivers—Targets of Influence
- New subsection on Social Capital

Chapter 9:

- New box: Building Relationships as a Negotiation Strategy

Chapter 11:

- New subsection on Cultural Syndromes and Logics
- New subsection on Cultural Tightness-Looseness
- New table: Tightness-Looseness Scores of 33 Nations

The authors have published a book of readings and classroom activities, *Negotiation: Readings, Exercises and Cases,* Seventh Edition, edited by Roy Lewicki, Bruce Barry, and David Saunders. This book has not been revised, but all of the readings, role plays, cases, and questionnaires are still available online. Adopters of *Essentials* can purchase these activities individually or package them together with chapters from *Negotiation* or *Essentials of Negotiation*. Consult McGraw Hill's *Create* services for more information.

Instructional resources, including a test bank, chapter outlines, PowerPoint slides, a list of role plays, cases, and questionnaires to accompany each chapter, and extensive assistance on ways that new instructors can improve their teaching of negotiation skills, are available to accompany this volume. Instructors should contact their McGraw Hill representative for access to these instructional resources.

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Appreciation

Once again, this book could not have been completed without the assistance of numerous people. We especially thank

- Many of our colleagues in the negotiation and dispute resolution field, whose research efforts have made the growth of this field possible and who have given us helpful feedback about earlier editions to improve the content of this edition.
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- The work of John Minton, who helped shape the second, third, and fourth editions of this book and passed away in the Fall of 2007.
- The staff of McGraw Hill Education, especially associate portfolio manager, Angie Petit Lichter; product developer, Kailey Walters; portfolio director, Management, Michael Ablassmeir; and marketing manager, Debbie Clare.
- Our families, who continue to provide us with the time, inspiration, and opportunities for continued learning about effective negotiation and the personal support required to sustain this project.

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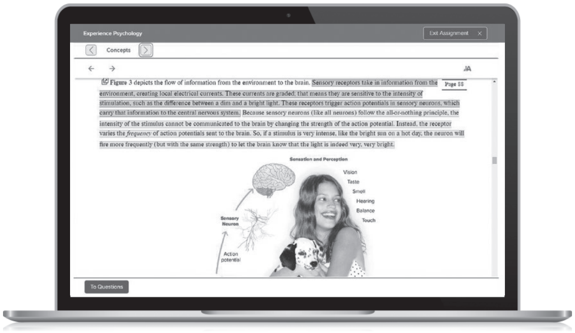

Figure 3 depicts the flow of information from the environment to the brain. Sensory receptors take in information from the environment, creating local electrical currents. These currents are graded; that means they are sensitive to the intensity of stimulation, such as the difference between a dim and a bright light. These receptors trigger action potentials in sensory neurons, which carry that information to the central nervous system. Because sensory neurons (like all neurons) follow the all-or-nothing principle, the intensity of the stimulus cannot be communicated to the brain by changing the strength of the action potential. Instead, the receptor varies the *frequency* of action potentials sent to the brain. So, if a stimulus is very intense, like the bright sun on a hot day, the neuron will fire more frequently (but with the same strength) to let the brain know that the light is indeed very, very bright.

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