To the loves of my life:

Bob, Sam, Ray, and Anna
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This book is dedicated to students and managers who want to improve their ability to negotiate—whether in multimillion dollar business deals or personal interactions. Yes, it is possible to dramatically improve your ability to negotiate. You can improve your economic outcomes and also your relational outcomes, so that you make more money and feel better about yourself and the people with whom you deal. The book integrates theory, scientific research, and practical examples. This edition contains three key sections: (1) negotiation essentials; (2) negotiation skills; and (3) complex negotiations. New to this edition is a chapter on negotiator personality and motivation; and a chapter on managing emotions in contentious negotiations. The book contains hundreds of real examples from business, politics, and personal life spanning the globe to illustrate effective, as well as ineffective, negotiation skills.

Here is what you can expect when you read this book:

• **Illustrative case studies.** Each chapter opens with a case study of an actual negotiation, drawn from business, government, world affairs, community, and personal life. New to this edition are more than 125 examples from the business world, many involving international issues.

• **Skills-based approach.** Each chapter provides practical takeaway points for the manager and the executive. A good example is Chapter 4 on integrative negotiation. A series of hands-on principles are described that have been proven to increase the value of negotiated deals.

• **Self-insight.** Many chapters contain several self-assessments, quizzes, and examples that readers can use to examine their negotiation attitudes and behaviors. For example, Chapter 5 gives negotiators an opportunity to assess their “motivational” bargaining style and provides suggestions for how to respond to different personalities and styles. In Chapter 8, negotiators can examine their ethical principles in negotiation. Moreover, Chapter 11 provides a deep look at cultural differences in negotiation so that the negotiator can better understand his or her own cultural style and that of others.

• **Advanced bargaining skills.** The third section of the book focuses on complex, yet commonly occurring negotiation situations, such as multiparty negotiation, cross-cultural negotiation, and non–face-to-face (virtual) negotiations. These sections have been revised in this edition.

• **Scientific research.** New to this edition are the groundbreaking results of more than 175 new scientific articles on negotiation.

I benefit greatly from the advice, comments, and critiques given to me by my students and colleagues, and I hope their advice keeps coming so that I am able to improve upon the book even further. The research and ideas in this book come from an invaluable set of scholars in the fields of social psychology, organizational behavior, sociology, negotiation, and cognitive science.

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Note: Every effort has been made to provide accurate and current Internet information in this book. However, the Internet and information posted on it are constantly changing, so it is inevitable that some of the Internet addresses listed in this textbook will change.
Preface

psychology. My research, thinking, and writing have been inspired in important ways by the following people: Wendi Adair, Cameron Anderson, Evan Apfelbaum, Linda Babcock, Chris Bauman, Max Bazerman, Kristin Behfar, Terry Boles, Jeanne Brett, Susan Brodt, Karen Cates, Hoon-Seok Choi, Taya Cohen, Susan Crotty, Jeanne Egmon, Hal Ersner-Hershfield, Gary Fine, Craig Fox, Adam Galinsky, Wendi Gardner, Dedre Gentner, Robert Gibbons, Kevin Gibson, James Gillespie, Rich Gonzalez, Deborah Gruenfeld, Erika Hall, Reid Hastie, Andy Hoffman, Elizabeth Howard, Peter Kim, Shirli Kopelman, Rod Kramer, Laura Kray, Nour Kteily, Terri Kurtzburg, Geoffrey Leonardelli, John Levine, Allan Lind, George Loewenstein, Jeff Loewenstein, Brian Lucas, Deepak Malhotra, Beta Mannix, Kathleen McGinn, Vicki Medvec, Tanya Menon, Dave Messick, Terry Mitchell, Don Moore, Michael Morris, Keith Murnighan, Janice Nadler, Maggie Neale, Kathy Phillips, Robin Pinkley, Ashleigh Rosette, Nancy Rothbard, Catherine Shea, Ned Smith, Marwan Sinaceur, Harris Sondak, Roderick Swaab, Tom Tyler, Leaf Van Boven, Kimberly Wade-Benzoni, Laurie Weingart, Judith White, and Elizabeth Ruth Wilson. Throughout the text of The Mind and Heart of the Negotiator, I use the pronoun “we” because so much of my thinking has been influenced and shaped by this set of eminent scholars.

The revision of this book would not have been possible without the dedication, organization, and editorial skills of Larissa Tripp and Ellen Hampton, who created the layout, organized hundreds of drafts, mastered the figures, and researched many case studies for this book.

In this book, I talk about the “power of the situation,” and how strongly the environment shapes our behavior. The Kellogg School of Management is one of the most supportive, dynamic environments I have ever had the pleasure to be a part of. I am particularly indebted to Jeanne Brett, who created the Dispute Resolution Research Center (DRRC) at Kellogg in 1986.

This book is very much a team effort of the people I have mentioned here, whose talents are diverse, broad, and extraordinarily impressive. I am deeply indebted to my colleagues and my students, and I feel grateful that they have touched my life and this book.

OVERVIEW

This book is divided into three major sections. The first section deals with the essentials of negotiation—the key principles and groundwork for effective negotiation. Chapter 2 leads the manager through effective preparation strategies for negotiation. Chapter 3 discusses distributive negotiation skills, or how to optimally allocate resources in ways that are favorable to one’s self—a process called “slicing the pie.” Chapter 4 is the integral chapter of the book; it focuses on “win–win” negotiation or, more formally, integrative negotiation. This creative part of negotiation involves expanding the pie of resources in ways that provide more gains to go around.

The second section of the book deals with specific negotiation skills. Chapter 5 focuses on negotiator personality and motivation. Chapter 6 focuses on managing emotions and contentious negotiation situations. Chapter 7 focuses on establishing trust and building relationships. This chapter examines business and personal relationships, and how trust is developed, broken, and repaired. Chapter 8 discusses power, ethics, and reputations in negotiation. In Chapter 9, the focus is on problem solving and creativity. This chapter provides strategies for learning how to think out of the box and provides techniques for using creativity and imagination in negotiation.

The third section deals with complex negotiations. Chapter 10 examines the complexities of negotiating with multiple parties, such as conflicting incentives, coalitions, voting rules, and how to leverage one’s own bargaining position when negotiating with multiple parties.
Chapter 11 focuses on cross-cultural negotiation, which addresses the key cultural values and negotiation norms across a variety of global cultures, along with some advice for cross-cultural negotiations. Chapter 12 focuses on information technology and its impact on negotiation and uses a place-time model of social interaction to examine the challenges and opportunities of negotiation as it occurs in the digital era. It includes a section on inter-generational negotiation and e-negotiations.

Two appendices provide a variety of additional material: Appendix 1 provides tips and a checklist for negotiating a job offer. Appendix 2 examines third-party intervention.

FACULTY RESOURCES

Instructor Resource Center
At Pearson’s Higher Ed catalog, https://www.pearsonhighered.com/sign-in.html, instructors can easily register to gain access to a variety of instructor resources available with this text in downloadable format. If assistance is needed, the dedicated technical support team is ready to help with the media supplements that accompany this text. Visit https://support.pearson.com/getsupport for answers to frequently asked questions and toll-free user support phone numbers.

The following supplements are available with this text:

• Instructor’s Resource Manual
• Test Bank
• TestGen® Computerized Test Bank
• PowerPoint Presentation

This title is available as an eBook and can be purchased at most eBook retailers.
ABOUT THE AUTHOR

Leigh L. Thompson joined the Kellogg School of Management in 1995. She is the J. Jay Gerber Distinguished Professor of Dispute Resolution and Organizations. She directs the Leading High Impact Teams executive program and the Kellogg Team and Group Research Center and co-directs the Negotiation Strategies for Managers program. An active scholar and researcher, she has published over 130 research articles and chapters and has authored 11 books, including: Making the Team (6th edition); Creativity and Innovation in Organizational Teams; Shared Knowledge in Organizations; Negotiation: Theory and Research; Creative Conspiracy: The New Rules of Breakthrough Collaboration; Stop Spending, Start Managing; The Social Psychology of Organizational Behavior: Essential Reading; Organizational Behavior Today; The Truth about Negotiations (2nd edition); and Conflict in Organizational Groups. Thompson has worked with private and public organizations in the United States, Latin America, Canada, Europe, and the Middle East. Her teaching style combines experiential learning with theory-driven best practices. For more information about Leigh Thompson's teaching and research, please visit leighthompson.com