

SEVENTH EDITION

# THE MIND AND HEART OF THE NEGOTIATOR

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**Library of Congress Cataloging-in-Publication Data can be found on file at the Library of Congress.**



ISBN 10: 0-13-519799-6  
ISBN 13: 978-0-13-519799-8

*To the loves of my life:  
Bob, Sam, Ray, and Anna*

# BRIEF CONTENTS

## **PART I    Negotiation Essentials    1**

- Chapter 1*    Negotiation: The Mind and The Heart    1
- Chapter 2*    Preparation: What to do Before Negotiation    12
- Chapter 3*    Distributive Negotiation: Claiming Value    34
- Chapter 4*    Integrative Negotiation: Expanding the Pie    62

## **PART II    Negotiation Skills    85**

- Chapter 5*    Understanding Personality and Motivation    85
- Chapter 6*    Managing Emotions and Contentious Negotiations    103
- Chapter 7*    Establishing Trust and Building Relationships    134
- Chapter 8*    Power, Ethics, and Reputation    161
- Chapter 9*    Creativity, Problem Solving, and Learning in Negotiation    182

## **PART III    Complex Negotiations    207**

- Chapter 10*    Multiple Parties, Coalitions, and Teams    207
- Chapter 11*    Cross-Cultural Negotiation    240
- Chapter 12*    Negotiating in a Virtual World    273

## **APPENDICES**

- Appendix 1*    Negotiating a Job Offer    295
- Appendix 2*    Third-Party Intervention    306

# CONTENTS

*Preface xvii*

*About the Author xx*

## **Part I Negotiation Essentials 1**

### **Chapter 1 NEGOTIATION: THE MIND AND THE HEART 1**

*The Mind and Heart 2*

Relationships versus Economics 2

Satisficing versus Optimizing 2

Short- versus Long-term Relationships 3

Intra- versus Inter-organizational Negotiation 3

Low- versus High-Stakes Negotiation 3

*Win-win, Win-lose, and Lose-lose Negotiation 4*

*Negotiation As a Core Management Competency 4*

Knowledge Economy 4

Specialized Expertise 5

Information Technology 5

Globalization 6

*Negotiation Traps 6*

*Becoming An Effective Negotiator 7*

Feedback 8

Strategy 9

Focused Practice 9

*Debunking Negotiation Myths 9*

Myth 1: Negotiations Are Fixed-Sum 9

Myth 2: You Need to Be Either Tough or Soft 10

Myth 3: Good Negotiators Are Born 10

Myth 4: Good Negotiators Rely on Intuition 10

*Chapter Capstone 11*

### **Chapter 2 PREPARATION: WHAT TO DO BEFORE NEGOTIATION 12**

*Self-Assessment 13*

Targets and Aspirations 13

*BATNA 15*

Reservation Point 16

Focal Points 16

- Sunk Costs 19
- Target Point versus Reservation Point 19
- Negotiation Issues 19
  - Issue Alternatives 19
  - Multi-issue Proposals 20
  - Risk and Uncertainty 20
  - Endowment Effects 23
  - Buyer's Remorse and Seller's Regret 23
  - Negotiator Confidence 24
- Perspective-Taking* 25
  - Counterparty 25
  - Are the Parties Monolithic? 25
  - Counterparties' Interests and Positions 26
  - Counterparties' BATNAs 26
- Situational Awareness* 26
  - One-shot versus Long-term 26
  - Transactions versus Disputes 27
  - Linkage Effects 27
  - False versus Sincere Negotiations 28
  - Is It Legal to Negotiate? 28
  - Ratification 29
  - Time Constraints 29
  - Formal versus Handshake Agreement 31
  - Onsite versus Offsite Meetings 31
  - Public versus Private 31
  - Scripted versus Unscripted 32
  - Single versus Multiple Offers 32
- Chapter Capstone* 32

**Chapter 3 DISTRIBUTIVE NEGOTIATION: CLAIMING VALUE 34**

- The Bargaining Zone* 35
  - Bargaining Surplus 37
  - Negotiator's Surplus 37
- Value-Claiming Strategies* 38
  - Accurately Assess Your BATNA 39
  - Unpack Alternatives 39
  - Improve Your BATNA 39
  - Determine Your Reservation Point, But Do Not Reveal It 39

Research the Other Party's BATNA and Estimate Their Reservation Point	41
Set High Aspirations (Be Realistic But Optimistic)	41
<i>First Offers</i>	43
Anchoring Information Model	44
Anchoring Effect	45
Range Offers	46
Precise versus Round Numbers	46
Early versus Late First Offers	47
Re-anchoring	47
<i>Concessions</i>	48
Reciprocity versus Aversion	48
Concession Pattern	48
Magnitude of Concessions	49
Timing of Concessions	50
<i>Substantiation</i>	50
Power Conversation Tactics	50
Constraints versus Disparagement	51
"Agreement" versus "Option"	51
Fairness Arguments	51
Social Comparison	56
Equity Principle	57
<i>Final Offers</i>	60
Face-Saving	60
<i>Chapter Capstone</i>	61

## **Chapter 4 INTEGRATIVE NEGOTIATION: EXPANDING THE PIE 62**

<i>Fixed-Sum versus Variable-Sum Negotiation</i>	62
False Conflict	63
Fixed-Pie Perception	63
<i>Integrative Negotiation</i>	64
Compromise versus Integrative Negotiation	64
Pareto Optimal Agreements	65
<i>Assessing the Likelihood of Win–Win Agreement</i>	66
Multiple Issues	66
Add Issues	66
Side Deals	66
Differing Strengths of Preference	67

*Strategies for Expanding the Pie* 67

- Separate Positions from Interests 67
- Perspective Taking 68
- Ask Questions about Interests and Priorities 69
- Reveal Information about Interests and Priorities 70
- Unbundle the Issues 74
- Value-added Trade-offs (Logrolling) 74
- Multi-issue Offers versus Single-issue Offers 75
- MESOs: Multiple Equivalent Simultaneous Offers 75
- Contingent Contracts 78
- Pre-settlement Settlements (PreSS) 80
- Post-settlement Settlements 80
- Focal Points and Turning Points 81

*Decision-Making Model of Integrative Agreements* 82

- Resource Assessment 82
- Assessment of Differences 83
- Offers and Trade-offs 83
- Acceptance/Rejection Decision 83
- Prolonging Negotiation and Renegotiation 83

*Chapter Capstone* 84

## **Part II Negotiation Skills 85**

### **Chapter 5 UNDERSTANDING PERSONALITY AND MOTIVATION 85**

*Individual Differences* 85

- Implicit Theories 86
- Acoustic and Visual Cues 86
- “Big 5” Personality Traits 86
- Psychopathic Personality Traits 87
- Dyadic Interaction 87
- Attachment Style 87

*Motivational Orientation* 88

- Cooperative Negotiator 88
- Competitive Negotiator 91
- Individualistic Negotiator 91
- Strategic Issues Concerning Motivational Style 92

*Gender and Negotiation* 94

- Economic Outcomes 94



Opening Offers	95
Initiating Negotiations	96
The Backlash Effect	97
The Costs of “Leaning In”	97
Lying and Misrepresentation	98
Discrimination	98
Gender and Third-Party Dispute Resolution	99
Leveling the Playing Field	99

*Chapter Capstone* 101

## **Chapter 6 MANAGING EMOTIONS AND CONTENTIOUS NEGOTIATIONS 103**

*Emotions* 103

Genuine versus Strategic Emotion	104
Anger	107
Disappointment	109
Sadness	109
Ambivalence	110
Positive Emotion	110
Happiness	112
Emotional Consistency	112
Emotional Intelligence	112
Managing Emotions at the Table	114

*Disputes* 116

Interests, Rights, and Power Model	117
Time Course of Interests, Rights, and Power	119
Strategic Issues Concerning Interests, Rights and Power	120
Refocusing	121
High Costs Associated with Power and Rights	124
When To Use Rights and Power	124
How to Use Rights and Power	125

*Social Dilemmas* 126

Social Dilemmas in Business	126
Prisoner’s Dilemma	126
Actual Behavior in Dilemmas	128
Tit-for-Tat	128
Inducing Trust and Cooperation in Social Dilemmas	128
Restoring Broken Trust	131

How to Encourage Cooperation in Social Dilemmas When Parties  
Should Not Collude 132

*Chapter Capstone* 132

**Chapter 7 ESTABLISHING TRUST AND BUILDING  
RELATIONSHIPS 134**

*Money versus Relationships* 134

Subjective Value 135

Rapport 135

Sequential Negotiations and Bargaining History 137

*Trust and Temptation* 137

Trust Propensity 138

Three Types of Trust in Relationships 138

Building Trust: Rational and Deliberate Mechanisms 141

Building Trust: Psychological Strategies 144

Distrust and Suspicion 148

Repairing Broken Trust 149

*Relationships in Negotiation* 150

Negotiating with Friends 153

Negotiating in Exchange Relationships 156

Multiplex Relationships 158

*Chapter Capstone* 160

**Chapter 8 POWER, ETHICS, AND REPUTATION 161**

*Power* 162

Sources of Power 162

BATNAs as Power 162

Symmetric versus Asymmetric Power 164

Perspective-Taking 164

Powerlessness 164

*Status* 165

Status and Negotiation Performance 165

Primary Status Characteristics 166

Secondary Status Characteristics 166

*Negotiation Ethics* 166

Seven-Factor Model of Ethically-Questionable Behavior 167

Lying 170

Bad-Faith Bargaining 174

Good-Faith Bargaining 174

Sins of Omission and Commission	174
Bidding Wars	175
Detecting Deception in Negotiation	176
Making Ethical Decisions	176
Responding to Unethical Behavior	178
<i>Reputation</i>	179
Halos and Forked-Tails	179
Reputations in Negotiation Communities	180
Distributive versus Integrative Reputation	181
BATNAs and Reputations	181
Reputations and Self-Serving Views	181
<i>Chapter Capstone</i>	181

## **Chapter 9 CREATIVITY, PROBLEM SOLVING, AND LEARNING IN NEGOTIATION 182**

<i>Creativity in Negotiation</i>	182
Test Your Own Creativity	183
<i>Mental Models of Negotiation</i>	187
Haggling	187
Cost-Benefit Analysis	187
Game Playing	188
Partnership	188
Problem Solving	188
<i>Creative Negotiation Agreements</i>	189
Fractionating Single-Issue Negotiations into Multiple Issues	189
Pattern-Finding	189
Expanding the Pie	190
Bridging	190
Cost Cutting	190
Nonspecific Compensation	191
Structuring Contingencies	191
<i>Improving Negotiation Skills</i>	195
Relationships, Contracts, and Learning	195
Negotiation Skills Training	195
Bilateral versus Unilateral Training	196
Feedback	196
Learning versus Performance Goals	197
Prevention versus Promotion Goals	198

- Easy versus Difficult to Learn 199
- Analogical Training 199
- Counterfactual Reflection 200
- Incubation 200
- Rational Problem-Solving Model 201
- Brainstorming 202
- Negotiation Engineering 202
- Chapter Capstone* 203

## **Part III Complex Negotiations 207**

### **Chapter 10 MULTIPLE PARTIES, COALITIONS, AND TEAMS 207**

- Multiparty Negotiations* 208
  - Key Challenges of Multiparty Negotiations 209
  - Strategies for Successful Multiparty Negotiations 213
- Coalitions* 215
  - Challenges of Coalitions 215
  - Maximizing Coalitional Effectiveness 220
- Principal-Agent Negotiations* 220
  - Disadvantages of Agents 221
  - Working Effectively with Agents 223
- Constituent Relationships* 225
  - Challenges for Constituent Relationships 226
  - Improving Constituent Relationships 229
- Team Negotiation* 229
  - Challenges that Face Negotiating Teams 231
  - Improving Team Negotiation 232
- Intergroup Negotiation* 234
  - Challenges of Intergroup Negotiations 234
  - Optimizing Intergroup Negotiations 236
- Chapter Capstone* 239

### **Chapter 11 CROSS-CULTURAL NEGOTIATION 240**

- Learning About Culture* 241
  - Defining Culture 241
  - Prototypes versus Stereotypes 241
  - Iceberg Model 242

<i>Cultural Frameworks</i>	242
Hofstede Model	242
Implications for Negotiation	249
Tripartite Model of Culture	250
Tight versus Loose Cultures	256
<i>Challenges of Intercultural Negotiation</i>	257
Creating Value	257
Claiming Value	257
Sacred Values and Taboo Trade-offs	257
Biased Punctuation of Conflict	260
Ethnocentrism	261
Affiliation Bias	261
Faulty Perceptions of Conciliation and Coercion	261
Naïve Realism	262
<i>Cultural Intelligence</i>	263
CQ Model	263
<i>Advice For Cross-Cultural Negotiations</i>	264
Anticipate Differences in Strategy and Tactics	265
Perspective Taking	265
Perceptions of Power	266
Attribution Errors	266
Respect	268
Emotion	269
Perceptions of Time	270
<i>Acculturation Framework</i>	270
<i>Chapter Capstone</i>	272
<b>Chapter 12 NEGOTIATING IN A VIRTUAL WORLD</b>	<b>273</b>
<i>Place-Time Model of Social Interaction</i>	273
Face-To-Face Communication	274
Same Time, Different Place	276
Different Time, Same Place	279
Different Place, Different Time	279
<i>Information Technology and Effects on Social Behavior</i>	283
Trust	283
Deception	283

- Status and Power: The “Weak Get Strong” Effect 284
- Social Networks 285
- Risk Taking 286
- Relationships and Rapport 287
- Mentalizing 288
- Intergenerational Negotiation 288
- Enhancing Technology-Mediated Negotiations 291*
  - Initial Face-to-Face Experience 291
  - One-Day Videoconference/Teleconference 292
  - Schmoozing 292
  - Proactive Medium Management 293
  - Humor 293
- Chapter Capstone 294*

## **Appendix 1 NEGOTIATING A JOB OFFER 295**

- Preparation 295*
  - Focus on Your Interests 296
  - Research the Company and the Industry 297
  - Determine Your BATNA and Your Reservation Point 297
  - Research the Employer’s BATNA 297
  - Determine Your Target Point and Plan Your Opening Offer 298
  - Prepare Several Scenarios 298
  - Consider Getting a “Coach” 299
  - Rehearse and Practice 299
- In Vivo: During the Negotiation 299*
  - Think About the Best Way to Position and Present Your Opening Offer 299
  - Assume Their Offer is Negotiable 300
  - Put the Focus on How You Can Solve Their Problems versus Making Demands 301
  - Don’t Reveal Your BATNA or Your Reservation Point 302
  - Imagine Negotiating on Behalf of Someone Else (Not Just Yourself) 302
- Post-Offer: You Have the Offer, Now What? 302*
  - Think Before Posting Anything on Social Media 302
  - Do Not Immediately Agree to the Offer 303
  - Get the Offer in Writing 303
  - Be Enthusiastic and Gracious 303

Assess the Interviewer's Power to Negotiate with You	303
Do Not Negotiate if You Are Not or Could Not Be Interested	303
Exploding Offers	304
Do Not Try to Create a Bidding War	304
Know When to Stop Pushing	304
Use a Rational Strategy for Choosing Among Job Offers	304
State Exactly What Needs to be Done for You to Agree	305

## **Appendix 2 THIRD-PARTY INTERVENTION 306**

<i>Third-Party Dispute Resolution</i>	306
Mediation	306
Arbitration	307
Mediation–Arbitration	308
Arbitration–Mediation	309
<i>Choices in Third-Party Intervention</i>	309
Outcome versus Process Control	310
Formal versus Informal	310
Invited versus Uninvited	310
Identifiable versus Anonymous	310
Interpersonal versus Intergroup	310
Content versus Process Orientation	311
Facilitation, Formulation, or Manipulation	311
<i>Third-Party Effectiveness</i>	311
Hostile Mediators	311
Mediation and Gender	312
Mediation and Culture	312
Mediation and Mimicry	312
<i>Challenges Facing Third Parties</i>	312
Meeting Disputants' Expectations	312
Reaching Settlement (if a Positive Bargaining Zone Exists)	313
Promoting a Pareto-Efficient Outcome	313
Promoting Outcomes Perceived As Fair (in the Eyes of Disputants)	313
Consistency	314
Simplicity	314
Justifiability	314
Generalizability	314
Satisfaction	314

xvi Contents

Empowering Parties in the Negotiation Process	314
Debiasing Negotiators	315
Maintaining Neutrality	316
<i>Enhancing the Effectiveness of Third-Party Intervention</i>	<i>317</i>
Accept Your Share of Responsibility	317
Test Your Own Position	317
Role-Play a Third Party in Your Own Dispute	317
Training in Win–Win Negotiation	317
<i>Name index</i>	<i>318</i>
<i>Subject index</i>	<i>335</i>



# PREFACE

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

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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.

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.

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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](http://leighthompson.com)