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Rationally, Max
Bazerman and
Margaret Neale
explain how to
avoid the pitfalls of
irrationality and
gain the upper

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hand in negotiations. For example, managers tend to be overconfident, to recklessly escalate previous commitments, and fail to consider the tactics of the other party.

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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 all

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is better than
"getting to yes."

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Concerned with
"getting to yes."
Our work shows
that in many cases,
no agreement at all
is better than
"getting to yes."

Negotiating
Rationally | Book
by Max H.
Bazerman ...
The book is
structured around

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Rationality that negotiating rationally means making the best decisions to maximize one's own interests. This includes knowing when it's smart to reach an agreement and when it's not, as well as knowing how to reach the

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best agreement
possible in a given
situation.

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Rationally
explain how to avoid the pitfalls of irrationality and gain the upper hand in negotiations. For example, managers tend to be overconfident, to recklessly escalate previous commitments, and fail to consider the tactics of the other

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Rationally, Max
Bazerman and
Margaret Neale
explain how to
avoid the pitfalls of
irrationality and
gain the upper
hand in

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Regionally. 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 our own

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gain the upper hand in negotiations. 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

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We are prisoners of
our own
assumptions.

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explain how to
avoid the pitfalls of

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Bazerman,
Margaret Ann ...
but rather because
by negotiating
rationally, we will
improve the
likelihood that we
will reach better
agreements as well
as know which

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opportunities or deals we are better off avoiding. Since negotiation is a 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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In a negotiation, when a firm's representative is unwilling to grant even seemingly reasonable concessions (see also, Four Strategies for Making Concessions), you might question his rationality—or you might try to find

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out how much authority he has to negotiate a comprehensive, value-maximizing deal.

Irrationality in Negotiations: How to Negotiate the ...
Negotiating rationally means knowing how to reach

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the best agreement, not just any agreement. What we've learned will help you avoid decisions that leave both you and those you negotiate with worse off.

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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 to be overconfident,

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

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Although much of
the research on
negotiation has fo-
cused on a dyadic

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(i.e., two-party)
level of analysis,
we conceptualize
the negotiation
process as a
multiparty decision
making activity
where the
individual
cognitions of each
party and the
interactive
dynamics of mul-
tiple parties are

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critical elements.

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cognition and
rationality: A
behavioral ...
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making the best
decisions to
maximize your
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we are not
concerned with

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“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 you
and those you
negotiate with
worse off.

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BAZERMAN NEALE
NEGOTIATING
RATIONALLY PDF

If he is heavily constrained, you might try to negotiate with someone who has greater dealmaking authority. In negotiation, a wide variety of possible constraints exist.

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The other side may be constrained by advice from her lawyers, by the fear of setting a dangerous precedent, by promises she has made to other parties, by time pressure, and so on.

Dealing with the

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‘Irrational’

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negotiations with
yourself or

negotiations with
Others. What is it

that is being

negotiated? Think

for example, about

money, time,

status and

prestige, trust,

space, family

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Rationally
status, future
growth

possibilities, etc. Is
money the most
important 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

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

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