

Effective Negotiation Third edition

FROM RESEARCH TO RESULTS

Effective Negotiation provides a distinctive approach to the task of reaching an agreement through negotiation. Drawing on his extensive teaching and research experience, Ray Fells describes the key elements of any negotiation – including reciprocity, trust, power and ethics – and explains the core tasks involved in reaching an agreement: information exchange, solution seeking and concession management. It covers the mediation process, negotiating on behalf of others and negotiating across cultures, as well as managing negotiations in the workplace and in the business context.

This third edition has been thoroughly updated with the latest research and new practical examples, and has a greater focus on how negotiators can develop their personal skills and how, by becoming reflective practitioners, they can manage their negotiations more effectively.

The companion website at www.cambridge.edu.au/academic/effective offers a full set of lecturer resources, including PowerPoint summaries, negotiation role-plays and expanded case material with extensive teaching notes based on the text.

Effective Negotiation remains an essential resource for students and professionals in the fields of business and management, law, human resource management and employment relations.

Ray Fells is Professor in the Business School at the University of Western Australia.

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■ Preface

This new edition continues my original purpose of helping the reader to understand the dynamics of the negotiation process and to be able to negotiate more effectively. In order to achieve this, a number of important changes have been made.

First, there is more of a focus on you, the negotiator. In Chapter 2, the notion of being a ‘reflective practitioner’ in negotiation is introduced. This is the principle that reflecting on what we have done enables us to learn for the future. However, as negotiators, we can take this skill a step further and learn to be reflective *while* we are negotiating. We can learn to read the dynamics of the negotiation better, and so manage it more effectively.

The two chapters on phases and negotiation scripts in the previous edition have been streamlined into one, more focused chapter, and this is now followed by the chapter on being strategic, which is placed prior to the chapters on the three core negotiation tasks. The chapter that explores how we negotiate on behalf of others has been split into two chapters: Chapter 9 deals with the problems of constituency and collectivity, while the challenges of negotiating in the workplace and business contexts are now covered more fully in Chapter 12. There is now an entire chapter on mediation, which is growing in importance as a dispute-resolution process, although the focus is still on what negotiators can learn rather than on how to become a mediator.

Throughout this new edition, I have drawn on recent research findings and have consistently sought to apply the research to a practical context. To this end, there is more analysis of cases of negotiation to help consolidate the links between research and practice. The skills tips, negotiation tools and lists of helpful advice remain important features of the text.

I trust that this new edition will not only inform you about how negotiations work, but also encourage you to go out and negotiate.

Ray Fells, 2015

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