



## Effective Negotiation

From Research to Results  
**Fourth edition**

The fourth edition of *Effective Negotiation: From Research to Results* provides a practical and thematic approach to negotiation and mediation in professional contexts. Drawing on compelling research and extensive teaching and practical experience, Ray Fells and Noa Sheer describe key elements of negotiations – reciprocity, trust, power and ethics – and explain the core tasks involved in reaching an agreement: information exchange, solution-seeking and concession management.

This edition features a substantial revision and realignment of content, providing discussion of overarching themes and methodologies before moving to focused considerations of the underlying mechanics of negotiation. A new chapter on deadlocks provides detailed analysis of strategically managing and resolving deadlocked negotiations. In addition to the ‘Negotiation in Practice’ and ‘Negotiation Skills Tips’ boxes, chapters now include case studies based on real-world scenarios.

An accessible, practical and strategic exploration of the complex mechanics and dynamics of negotiation, mediation and dispute resolution, *Effective Negotiation* remains an essential resource for students and professionals in business and management, law and human resource management.

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Ray Fells and Noa Sheer

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## PREFACE

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We want our readers to be able to develop a considered strategic approach in their negotiations, one that is based on the most up-to-date and compelling research, and be able to apply it a wide range of negotiations, differing in contexts and complexities. So in this edition of the book we've kept the core approach of the previous editions – 'from research to results' – because our objective is to provide well-grounded, research-based principles and demonstrate how these work in practice. Lots of books can provide 'winning' strategies, but if you understand the principles of negotiation you can apply these across all the different negotiation situations in which you find yourself.

However, in this edition we have taken a different approach to explaining how negotiations 'work'. Previous editions described negotiations by describing each aspect in turn, until the whole dynamic of the negotiation process had been explained. Here we provide an overview first, and then fill it in with more detail. In the first chapter we describe key elements such as competitiveness, cooperation and phases in negotiation. In Chapter 2 we provide insights into how you might work as a negotiator. In Chapter 3 we discuss how to decide what might be achieved by negotiating before outlining in Chapter 4 what the research has to say about managing a negotiation effectively. Building on this foundation, Chapters 5, 6 and 7 give more detail about how to manage each of the three key negotiation tasks, while two new chapters (8 and 9) are all about deadlocks – we can learn a lot about negotiating when it goes wrong, and what happens in mediation. In Chapters 10, 11 and 12 we turn to other specific topics – what it means to negotiate on behalf of others, and negotiating in the workplace or in the business context. Finally, in Chapter 13 we present a way through the research on negotiating in different cultural contexts.

Each chapter has many 'Negotiation in Practice' examples and 'Negotiation Skills Tips'. To add to your practical understanding, most chapters have case studies of actual negotiations (usually disguised for confidentiality purposes); these are intended to show how negotiations in the real world unfold and reach an outcome (although not always agreement).

## ABOUT THE AUTHORS

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**PROFESSOR RAY FELLS** Prior to becoming an academic, Ray gained experience in employment and industrial relations matters in the United Kingdom, which gave rise to his interest in dispute resolution through negotiation and mediation. His research and teaching have been aimed at finding ways to negotiate more effectively in the business environment. He has undertaken management roles within the Business School at the University of Western Australia, including oversight of the MBA programs in Perth, Singapore, Manila and Jakarta, and as Associate Dean, International Relations. He is engaged in teaching and research activities within the Business School as well as teaching negotiation in MBA programs at other business schools, both in Australia and Europe.

**MS NOA SHEER** Noa's work in the field of human rights and her role in an Israeli–Palestinian peace initiative sparked her interest in negotiation skills as tools for designing creative solutions, satisfaction of interests and value creation. She has since researched techniques for negotiation success at the University of New South Wales (UNSW) Business School and is currently a PhD candidate in the area of negotiation planning. She teaches negotiation skills at postgraduate level at the UNSW School of Management and the Australian Graduate School of Management. Her consultancy, Sheer Negotiations, brings research-based negotiation advice to government departments, businesses, corporations, non-for-profit organisations and universities in Australia, New Zealand and the United States.

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