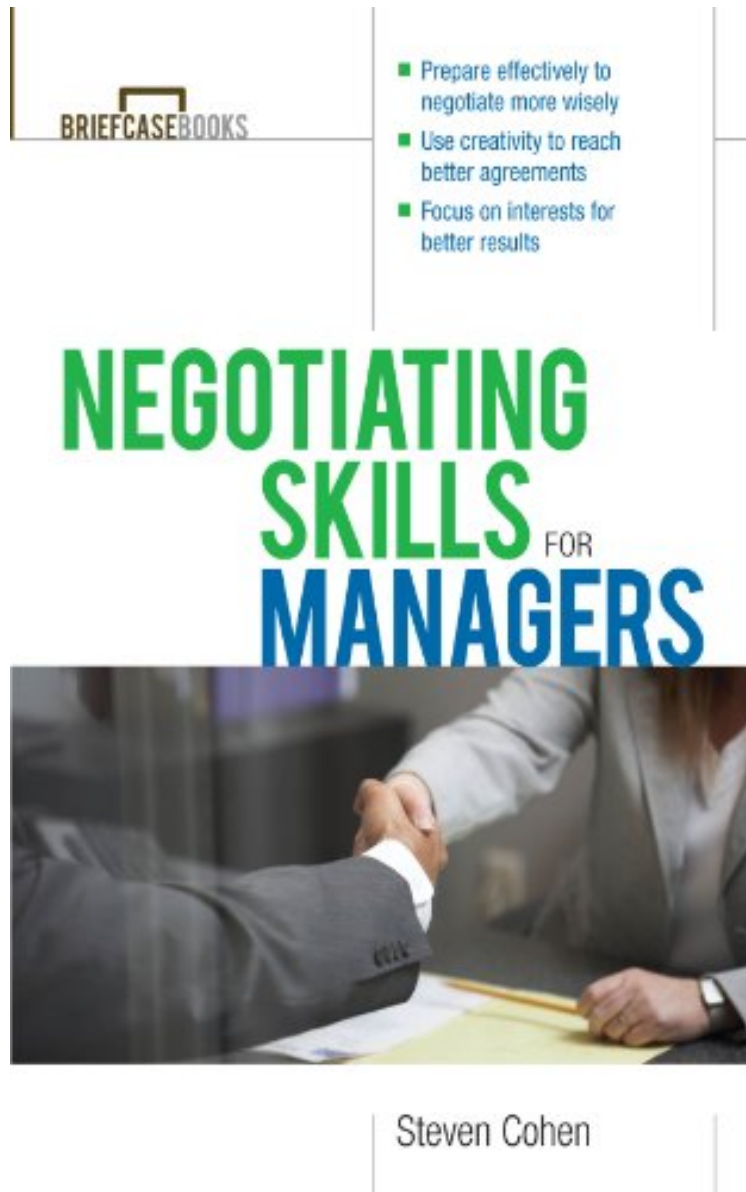


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Negotiating Skills for Managers (Briefcase Books Series)

Steven Cohen

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Steven Cohen : Negotiating Skills for Managers (Briefcase Books Series) before purchasing it in order to gage whether or not it would be worth my time, and all praised Negotiating Skills for Managers (Briefcase Books Series):

0 of 0 people found the following review helpful. poorly organized and unfocusedBy Brian BeattieThis work is very difficult to endure. It takes a very small amount of useful information and repeats it without apparent purpose regardless of the chapter title. The text is brimming with filler. It feels at times like a rant. I offer one paragraph from the conclusion of chapter 5 for example:"Be PreparedSatirist Tom Lehrer wrote a ditty many years ago, poking gentle

fun at the slogan of the Boy Scouts: 'Be prepared.' In negotiations, being prepared is a critical means for increasing your competence and your confidence - and your ability to respond calmly to unexpected issues. If you use Interest Mapping whenever you have the time and opportunity to prepare, you enhance your ability to negotiate effectively when preparation has not been possible. Interest Mapping when you have preparation time helps you enhance your negotiation instincts for those circumstances when you don't have time to prepare. Developing good negotiating instincts is another form of inoculation; it can protect you from making mistakes in the negotiating process and from agreeing to deals that you might regret afterward." (p. 82)The chapter ends without further reference to Tom Lehrer or the Boy Scouts or explain the relevance of the allusion. This paragraph says basically nothing, three times.If you are required to read this book for a class (I must) I suggest (a) only reading the "Manager's Checklists", and (b) repeatedly informing your professor how using this embarrassingly bad text in the syllabus calls the academic value of the course into question. The author should have paid to have a good editor, not simply spell-check-send. (zero stars)27 of 28 people found the following review helpful. I don't mean to sound extremist...By Steven P. KelleyI'm sure if you take a look at the other reviewers, you'll wonder why I am such the dissenter of opinion, however, my opinion is unwaivering on this read. I am currently an MBA student and therefore read more than my share (I think I'm getting crosseyed from all of the reading!)Anyway, my point is that there are numerous texts on negotiation skills, creating and relaying value, cross-cultural issues in negotiations and any number of personal and environmental factors involved in any given negotiation.However, I believe the author does a very poor job in this book in providing [cost of book] worth of substance. Points that are made early on in the book are drudgingly rehashed over and over again, as if the author is trying to fill pages like I admittedly used to do with 7th grade class reports. Except that I used to paraphrase the Encyclopedia...which had some interesting points. This author has a knack for the obvious and fails to point out any valuable case studies. Most of the "grey-window box" cases presented, sparse as they may be, relate parochial stories of how a husband and wife "negotiated" the picking up of clothing on the floor by understanding the underlying wife's concern...not to trip on the pile of clothes. Again, a fairly weak example to use in business dealings. I mean, c'mon, the name of the book is "Negotiating Skills for Managers" I can understand an occasional side-bar on ways to apply these (skills?) to other aspects of your life, but the ratio of little stories to actual examples of business dealings or cross-cultural negotiations is about 100:0. The author NEVER cites a substantial business negotiating example.One grey-box cites this scenario;"More recently, my wife and I had dinner (without reservations) at a Japanese restaurant in our town. We patiently waited for a table. Once seated, the food came very slowly; obviously the kitchen was overburdened. Our waitress did not wait for us to ask; she brought us an extra carafe of hot sake on the house." (Page 160)It's a nice story about a restaurant aware of their poor service and attempt to make up for it with some free sake. Good for that restaurant...that IS smart service. BUT, where was the negotiating? negotiated in this scenario?Another grey-box:"One of the tricks negotiators sometimes try to use is the good cop/bad routine in which one of your counterparts purposefully plays the tough guy while his teammate utilizes charm on you..." It continues, "Be careful not to accuse the other team of bad manners. Instead, say something like, 'I feel as if I am being good cop/bad copped in this negotiation and it is not bringing me any closer to agreement'"What kind of negotiations are we referring to here? Used car sales? You MUST be joking. In all of my professional business dealings either domestic or abroad, I have never run into such juvenile tactics, except for one teenager selling used Ford cars. (if you stretch to call this a professional business dealing)To be fair, there are some real points in this book, albeit mostly common sense. (for example, keeping emotions in check when negotiating and approaching it from a win/win situation, not a war or competition to see who can come out ahead.) However, these points could be covered in a five-page document, double-spaced, minus the little grey-boxes, and turned in to the 7th-grade teacher, who would probably give it a 'B.'Please! If you REALLY still want to read this book, save your money and send me an email. I'll be happy to send you my copy for free!0 of 0 people found the following review helpful. Five StarsBy KaterinaThe book is a very useful and practical tool!

Now translated into nine languages! This reader-friendly, icon-rich series is must reading for all managers at every level. All managers, whether brand new to their positions or well established in the corporate hierarchy, can use a little "brushing up" now and then. The skills-based Briefcase Books series is filled with ideas and strategies to help managers become more capable, efficient, effective, and valuable to their corporations. Virtually everything in business is negotiated, and the ability to negotiate strong agreements and understandings is among today's most valuable talents. Negotiating Skills for Managers explains how to establish a solid pre-negotiation foundation, subtly guide the negotiation, and consistently set and achieve satisfactory targets. From transferring one's existing strengths to the negotiating table to avoiding common negotiating errors, it reveals battle-proven steps for reaching personal and organizational objectives in every negotiation.

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negotiation, along with proven methods to subtly and skillfully guide it to a successful conclusion. Turn to this latest addition to McGraw-Hill's skills-based Briefcase Books series for hands-on techniques you can utilize to: Discover each party's hot button issues, and ensure they are addressed and satisfied Overcome cultural barriers to develop understanding and agreement between parties Use The Interest Mapcopy;shy;shy;A crucial tool for preparing an airtight pre-negotiation strategy Effective negotiation shouldn't be a hard-fought battleground, with one side bent on destroying the other. Let Negotiating Skills for Managers show you how to negotiate with tact and skill, accomplishing your own personal and organizational objectives while creating non-adversarial agreements that will stand the test of time and the destructive pressures of the marketplace. Briefcase Books, written specifically for today's busy manager, feature eye-catching icons, checklists, and sidebars to guide managers step-by-step through everyday workplace situations. Look for these innovative design features to help you navigate through each page: Clear definitions of important terms, concepts, and jargon Tips and tactics for conducting successful negotiations Insider tips for implementing this book's practices Practical advice for minimizing negotiation mistakes Warning signs for where things couldshy;shy;and often doshy;shy;go wrong Stories of negotiations that have gone wellshy;shy;or not so well Procedures, techniques, and tactics you can use in your next negotiation About the AuthorSteven Cohen is the head of The Negotiation Skills Company and delivers seminars and speeches on training worldwide.