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Resources from the Harvard Negotiation Project

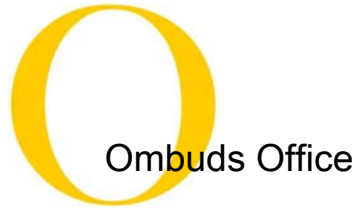
The Harvard Negotiation Project was created in 1979 and was a founding organization of the Harvard Law School's Program on Negotiation consortium. The HNP is an excellent resource for principles of conflict management which apply to the home, workplace, marketplace as well as the global arena. "The work of faculty, staff, and students associated with HNP routinely moves back and forth between the worlds of theory and practice to develop ideas that practitioners find useful and scholars sound." Here are a number of works that have grown out of the Harvard Negotiation Project and/or Harvard's Program on Negotiations.

Roger Fisher and William Ury, *Getting to Yes: Negotiating Agreement Without Giving In*. New York, New York: Penguin Books, 1981.

Having undergone multiple editions and printings since its original publication, this small paperback has become 'The Bible' for dispute resolution professionals and popular readers alike. In a very user-friendly format, the writers lay out a method of approaching conflict that typically yields 'win-win' outcomes. You may want this book for your own personal library. Fortunately, it sells in paperback and audio formats for very reasonable prices.

Roger Fisher and Scott Brown, *Getting Together: Building Relationships As We Negotiate*. New York, New York: Penguin Books, 1988.

Based on the fact that we all have multiple relationships, in which we routinely are called upon to handle differences of view, this small paperback seeks to help readers deal with differences while maintaining positive ties with others. It explores six elements of working relationships: rationality, understanding, communication, reliability, persuasion not coercion, and acceptance. The book grew out of concerns about the relationship between the U.S. and the Soviet Union twenty-some years ago but readers will find many concepts and examples applying to ordinary daily life.



Roger Fisher and Alan Sharp, *Getting It Done: How to Lead When You're Not in Charge*. New York: HarperCollins: 1998.

This book is for anyone who wants to help a group work more effectively through improved collaboration. It challenges frustrated group members to exercise “lateral leadership”, to build momentum toward better results even though you are not in charge of the group. The writers explain five basic elements in getting things done: purpose, thinking, learning, engagement, feedback.

Roger Fisher and Daniel Shapiro, *Beyond Reason: Using Emotions as You Negotiate*. New York: Viking, 2005.

In this work, contemporary negotiation theory giant Roger Fisher teams up with psychologist Daniel Shapiro to focus on the emotional dimension of negotiation, a powerful force which all too often defeats great attempts and intentions to resolve differences amicably. The book sets out to help readers generate helpful emotions relating to five ‘core concerns’ which motivate people. The writers advise us to (a) express appreciation, (b) build affiliation, (c) respect autonomy, (d) acknowledge status, and (e) adopt comfortable and fitting roles for ourselves in negotiations.

Deborah M. Kolb and Judith Williams, *Everyday Negotiation: Navigating the Hidden Agendas in Bargaining*. San Francisco: Jossey Bass, 2003. This is the second edition of a volume originally published in 2000 by the same authors. The 2000 edition is entitled *The Shadow Negotiation: How Women Can Master the Hidden Agendas That Determine Bargaining Success*.

This book is for you if you're one of those people who make the mistake of thinking a negotiation is over when the other party says ‘no’! Kolb and Williams open up for readers ‘the shadow negotiation’, i.e., those below-the-surface dynamics that skillful negotiators use to make people give them what they want and feel good about it! The book offers instruction on how to make ‘no’ a conversation starter, how to promote your interests effectively and use relational skills strategically. The writers set out to hone skills of advocacy and connectivity which characterize outstanding collaborators. If you want one great, user-friendly book on collaboration, this is it!



Douglas Stone, Bruce Patton and Sheila Heen, *Difficult Conversations: How to Discuss What Matters Most*. New York: Viking Penguin, 1999.

This volume is said to be based on fifteen years of work with the Harvard Negotiation Project and thousands of consultations with people seeking advice on how to handle the conversations they dreaded the most. “It shows you how to get ready, how to start the conversations in ways that reduce defensiveness, and how to keep the conversation on a constructive track regardless of how the other person responds.” (from the book jacket). Multiple examples help readers see how rather complicated ideas apply to real life situations. This thoughtful and informed book is not suitable if you are looking for a superficial read.

William Ury, *Getting Past No: Negotiating Your Way from Confrontation to Cooperation*. New York: Bantam Books, 1991.

In the “Author’s Note to the Paperback Edition”, Ury writes: “Over a decade ago, Roger Fisher and I wrote a slim book called *Getting to Yes*, which presented a method for negotiating mutually satisfactory agreements. That book continues to have considerable appeal, but there are questions almost every reader ends up asking: “” Sure, I’d like to get to yes, but what if the other side’s answer is *no*? What if they don’t want to cooperate?”” In this volume, Ury lays out five steps for turning confrontation into cooperation, for transforming ‘battles to be won’ into ‘problems to be solved’.

Teams

Daniel Levi, *Group Dynamics for Teams*. Thousand Oaks, CA: Sage Publications, 2001.

If this book feels like a textbook, it’s because it is! It’s for those who want a comprehensive, up-to-date understanding of what the experts say about workplace teamwork. It offers easy (relatively brief, readable) access to what best of current research has to say about team characteristics, team processes, and issues teams face (such as managing conflict, decision making, problem solving, diversity, etc.). The bibliography at the end of the book offers plenty for follow-up reading on a topic of your choice.



Dealing with Change

Spencer Johnson, M.D., *Who Moved My Cheese?* New York: Penguin Putnam, 1998. This is a best-selling, popular parable which is intended to yield secrets about how to deal with change while enjoying “less stress and more success”. It’s small (less than one hundred pages) and could probably be read in a long lunch hour. The reflective reader who wants to absorb and internalize the message will need more time.

Communication Skills

Patricia McLagan and Peter Krembs, *On –the-Level Performance Communication That Works*. St. Paul, MN: McLagan International, Inc., 1982.

This book is for anyone (manager or employee) who wants to develop purposeful communication skills. Although this book focuses on performance improvement communications between supervisors and employees, these purposeful communication skills are universal and can be applied in a workplace environment or in your own personal life. Goal setting, giving and receiving feedback, as well as delivering and digesting tough messages are a few of the chapter titles. On-the-Level is 123 pages, quick and easy to read, packed full of communication tips.

Leonard J. Marcus with Barry C. Dorn, Phyllis B. Kritek, Velvet G. Miller, and Janice B. Wyatt, *Renegotiating Health Care: Resolving Conflict to Build Collaboration*. San Francisco: Jossey-Bass, 1995.