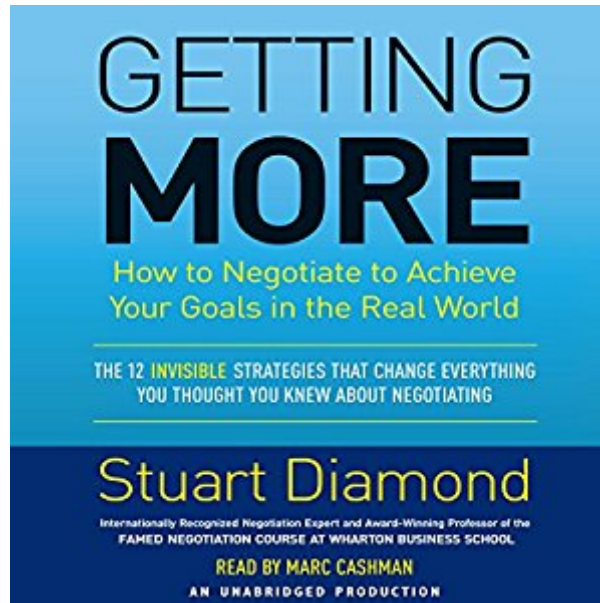


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# Getting More: How To Negotiate To Achieve Your Goals In The Real World



## Synopsis

Negotiation is part of every human encounter, and most of us do it badly. Whether dealing with family, a business, or diplomacy, people often fail to meet their goals in every country and context. They focus on power and "win-win" instead of relationships and perceptions. They don't find enough things to trade. They think others should be rational when they should be dealing with emotions. They get distracted from their goals. In this revolutionary book, leading negotiation practitioner and professor Stuart Diamond draws on the research and practice of 30,000 people he has taught and advised in 45 countries over two decades to outline specific, practical and better ways to deal with others. They range from country and corporate leaders to administrative assistants, lawyers, housewives, students, and laborers. To this he adds his 40-year experience as an executive, Harvard-trained attorney, and Pulitzer Prize-winning journalist. *Getting More* is based on Professor Diamond's award-winning negotiations course at The Wharton Business School, where it has been the most sought-after course by students for 13 years. It contains a powerful toolkit that can be used in any situation: with kids and jobs, travel and shopping, business, politics, relationships, cultures, partners and competitors. The advice is addressed through the stories of hundreds of people who have used Diamond's tools with great success. A 20% savings on an item already on sale. An extra \$300 million profit in a business. A woman from India getting out of her own arranged marriage. A four-year-old willingly brushing his teeth and going to bed. Instead of "win-win", it sometimes makes more sense to lose today to get more tomorrow. The use of power, Diamond cautions, too often causes retaliation, harms relationships, and costs credibility. Walking out is almost never as good as understanding the other person's perceptions and fixing the problem.

## Book Information

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## Customer Reviews

It seems acceptable for 'Getting More' groupies to copy their reviews of one edition of the book to another edition on this site, so I have reluctantly decided to follow suit. I now expect an urgent 5-star review, perhaps from a Penn student (who I hope has read other works on negotiation), to take the average ranking back to 5 stars. I like this book but there are problems with it that few reviewers mention. Therefore I will focus on a range of problems in an attempt to achieve balance. For a start, experienced negotiators and scholars will find little in it that is unconventional, despite the hype. The main strength of the book is the author's idiosyncratic way of ordering and discussing evergreen themes. To anyone who has studied and practised serious negotiation, the elements of the four quadrant model (Aren't there always four quadrants?) and the twelve strategies will be valuable even though they are conventional apart from the astute strategy "Use Their Standards". Confidence is fine but there seems to be a lot of implicit and explicit boasting by the author. "Blah blah blah" said [insert John or Jane Doe], one of my former students and now the President of [insert 'Goldman Sachs' etc.]. That is, if you are smart (rich?) enough to take his program and use the Diamond method you are, or will become, a high-flier. The formula becomes tedious. The last paragraph of chapter 6 (Emotion) makes me wonder about the accuracy of some anecdotes given to the author: "Her mother and the nurses looked at me like I was some sort of magician," Craig said. "Where did you learn that?" they asked. I'm happy to say he referred them to this book.' Pardon? Craig learned to negotiate from the book in which he is quoted as saying he learned from it?

I studied negotiation with Prof. Diamond as a student at Penn Law. His class is legendary, both at the Law School and Wharton, and it's nearly impossible to get into, at least at the Law School. I got into the class as a 3L, and I was amazed by how well these techniques work. Prof. Diamond encourages his students to use the techniques to go out and haggle with their credit card companies, cell phone carriers, cable companies, and landlords in hopes of getting more from them. By the end of the semester, I most assuredly had gotten more. In fact, when I later called Comcast Cable to try to extend the free six months of HBO and Showtime I'd received while in Prof. Diamond's class, the customer service representative said, "Ok, I'll give you another six months free, but this is the last promotion you're getting. I'm looking at your account, and you have more free promotions than most Comcast employees." (As it turns out, that was not the last freebie Comcast would give

me.) But as time wore on and law school receded into the rearview mirror, I stopped practicing Prof. Diamond's techniques as I had when I took his class. Gradually, my skills faded, although I still brushed them off every now and again when the situation clearly called for them. But I'd stopped contacting my cable company and other service providers to get free goodies, and I slowly forgot just how applicable Prof. Diamond's methods are to nearly every interaction. In short, I started getting less. And then "Getting More" came out. I realized about a dozen pages into the book that by failing to practice these tools, I was indeed getting less. This book really could not have arrived at a better time for me.

I like this book but there are problems with it that few reviewers mention. Therefore I will focus on a range of problems in an attempt to achieve balance. For a start, experienced negotiators and scholars will find little in it that is unconventional, despite the hype. The main strength of the book is the author's idiosyncratic way of ordering and discussing evergreen themes. To anyone who has studied and practised serious negotiation, the elements of the four quadrant model (Aren't there always four quadrants?) and the twelve strategies will be valuable even though they are conventional apart from the astute strategy "Use Their Standards". Confidence is fine but there seems to be a lot of implicit and explicit boasting by the author. "Blah blah blah" said [insert John or Jane Doe], one of my former students and now the President of [insert 'Goldman Sachs' etc.]. That is, if you are smart (rich?) enough to take his program and use the Diamond method you are, or will become, a high-flier. The formula becomes tedious. The last paragraph of chapter 6 (Emotion) makes me wonder about the accuracy of some anecdotes given to the author: "Her mother and the nurses looked at me like I was some sort of magician," Craig said. "Where did you learn that?" they asked. I'm happy to say he referred them to this book. Pardon? Craig learned to negotiate from the book in which he is quoted as saying he learned from it? I hope the author is joking with us. Professor Diamond is at his best when he describes and analyses major cases in which he has been involved, but too much of the book is about egotism and petty power rather than astute negotiation.

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