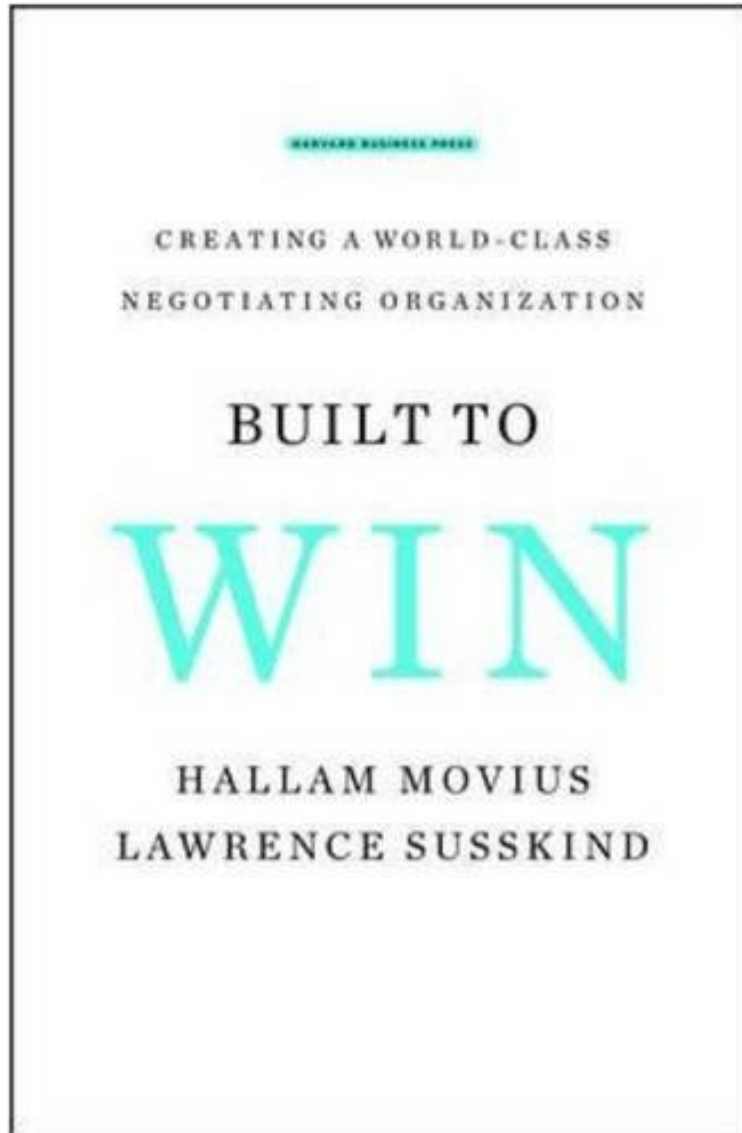


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Built to Win: Creating a World-class Negotiating Organization

Lawrence Susskind

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Lawrence Susskind : Built to Win: Creating a World-class Negotiating Organization before purchasing it in order to gauge whether or not it would be worth my time, and all praised Built to Win: Creating a World-class Negotiating Organization:

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create value for the organisation.0 of 0 people found the following review helpful. Right behavior requires Right measuresBy S. ElliottAs one who participated in the superb Harvard Law School Negotiation course a couple of years ago (and bought this book then, but never got around to reading much of it--it wasn't required for the course, and I bought a lot of additional books on negotiation for future reference), I am now struck by how useful and practical it is. This book provides the larger and essential context for the skills we learned.We cannot implement our improved negotiating skills if the organization for which we negotiate measures negotiation success in a dysfunctional way that lead to "trench warfare" and short-term opportunism at the expense of long-term relationships. We must fix the whole process, starting in individual business units, if necessary.This book tells us how and what is at stake.4 of 4 people found the following review helpful. Turning Negotiation into a Corporate CapabilityBy Heimolinna EeroVery very interesting book. The first book I've found of this topic. Danny Ertel wrote an article about the same theme (HBR May-June 1999), but this is a BOOK. The idea of the book is to ensure - especially leaders and bosses - that negotiation skills should be an organizational capability. Authors show how the earlier way to think about negotiations is ineffective when it is based only on capability of certain individuals. In this case, it is impossible to learn anything of wins or losses and then only some negotiators know the way to success. The book suggests how the whole organization can climb to a higher level in negotiations. You should read this book, if you teach or consult negotiation. It also gives advices to leaders, who want to create a word-class negotiating organization.

Companies that consistently negotiate more valuable agreements?in ways that protect key relationships?enjoy an important but often overlooked competitive advantage. Until now, most companies have sought to improve their negotiation outcomes by sending individuals to training workshops. But this new groundbreaking book, using real-world examples from leading companies, shows a more powerful and less expensive way to achieve this.In *Built to Win*, authors Susskind and Movius argue that negotiation must be a strategic core competency. Drawing on their decades of training and consulting work, as well as a robust theory of negotiation, the authors provide a step-by-step model for building organizational competence. They show why the approach of "training and more training" is a weak strategy. The authors also describe the organizational barriers that so often plague even experienced negotiators, and recommend ways of overcoming them. *Built to Win* explains the crucial role that leaders must play in setting goals, aligning incentives, pinpointing metrics, and supporting learning platforms to promote long-term success. A final chapter provides practical "how-to" tools to help you start your own organizational improvement process.This book will be invaluable to CEOs, senior-level managers, HR business leaders, human resource professionals, sales and purchasing managers, and others who negotiate regularly.