



# Negotiation Analysis: The Science and Art of Collaborative Decision Making

By Howard Raiffa

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This masterly book substantially extends Howard Raiffa's earlier classic, *The Art and Science of Negotiation*. It does so by incorporating three additional supporting strands of inquiry: individual decision analysis, judgmental decision making, and game theory. Each strand is introduced and used in analyzing negotiations.

The book starts by considering how analytically minded parties can generate joint gains and distribute them equitably by negotiating with full, open, truthful exchanges. The book then examines models that disengage step by step from that ideal. It also shows how a neutral outsider (intervenor) can help all negotiators by providing joint, neutral analysis of their problem.

Although analytical in its approach--building from simple hypothetical examples--the book can be understood by those with only a high school background in mathematics. It therefore will have a broad relevance for both the theory and practice of negotiation analysis as it is applied to disputes that range from those between family members, business partners, and business competitors to those involving labor and management, environmentalists and developers, and nations.

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### **Editorial Review**

From Publishers Weekly

Harvard professor emeritus Raiffa and his co-authors have everything covered in this exhaustive work, which examines the dynamics of win-lose, win-win and multi-party negotiations and throws novel approaches like game theory into the mix. Especially timely is the analysis of "external help," in which the authors evaluate the growing trend of mediation and arbitration. Though its stated goal is to "suggest how people-perhaps you-might negotiate better," that's a bit of wishful thinking; the book, more a mathematics text than a popular guide, isn't designed for a broad-based audience. But it's certainly thorough, with its plethora of decision-making scenarios (e.g., surgery or radiation? invest in a business, or not?) to bring advanced theories to life. And Raiffa (*The Art and Science of Negotiation*) is one of the deans of the field. 78 line illustrations, 84 tables.

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Review

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*Negotiation Analysis* makes a significant contribution to an important field...This is a classic text, synthesizing two approaches to negotiation: the 'art' handles human factors and the 'science' structured models. The book aims to equip negotiators with the skills 'to do a better job.' It is a massive work--550 pages--created by perhaps the most powerful intellect in the field. (Douglas Hague *Times Higher Education Supplement* 2004-04-30)

Howard Raiffa created the field of negotiation analysis, and this book is a great development of his ideas. It pushes negotiation analysis to a higher level and should be required reading for all serious students and practitioners of negotiation and alternative dispute resolution. The book is brilliant. It will help to make the world a better place. (Max Bazerman, author of *Judgment in Managerial Decision Making*)

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