

PIN•Points

Processes of International Negotiation

Network Perspectives 42

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Winter in Paris: COP 21



South Sudan's
Conciliation Challenges



Narratives and Meta-narratives in
the Israeli-Palestinian Conflict

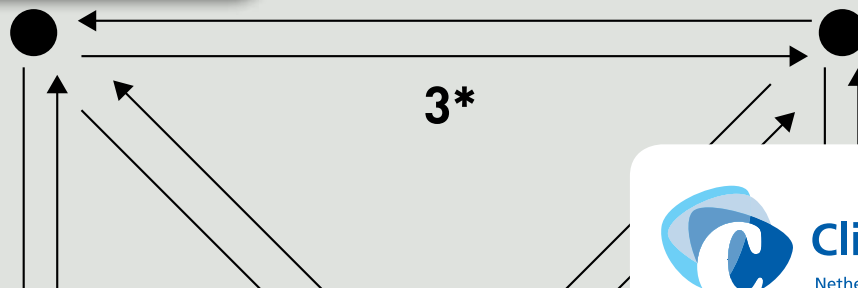


Conflict Behaviour
in Negotiation

4

Collaborative

3*



Clingendael

Netherlands Institute of International Relations

Next, we set up every session to encourage “what if...?” and “what else...?” discussions. We recorded every session, had them transcribed, and then combed through the transcripts for subjects even the person speaking might not have fully realized *was* a subject. Then we set about recruiting contributors to a new written work. By 2006, as a consequence, we were able to expand the number of such topics to 80. Also by then, the array of academic disciplines and practice specialties we were able to draw on numbered almost thirty.

When the American Bar Association published the resulting book, *The Negotiator’s Fieldbook*, the 80-contributor, nearly 800-page volume stood as the most comprehensive reference in our field (and was kindly described as such in reviews, including in these pages.) It was also a rare, perhaps unique, moment for that particular publisher—a book in which fewer than half of the contributors were lawyers.

To our great surprise, almost ten years later, the *Fieldbook* is still one of the most comprehensive and multidisciplinary reference works on negotiation you can buy. But our field has not, of course, stood still in that decade. We are therefore replacing that book.

We began by thoroughly re-examining our premises, along with the more trenchant comments by reviewers who had otherwise been very generous to the *Fieldbook*. (Notably, *PinPoints* reviewer Franz Cede pointed out that in conception and source material, the original book was all too American. He gently expressed a hope that someday there would be a successor that would draw more material from more cultures.) We have tried to take his admonition to heart. (While about 11% of the 2006 book’s contributors were not from the U.S., about 25% of the new contributors are from outside

the U.S.... Below, we note our strategy to increase this further over time. We hope PIN scholars will be part of that effort.)

The next step was to canvass a number of people at three workshops, starting in late 2013. One, focused exclusively on updating the *Canon*, was a two-day symposium held at Marquette University Law School in Milwaukee, with two dozen senior scholars from different parts of our field (including several from outside the U.S.) The other two workshops were shorter, but to help give us a more international perspective, they were held in Hong Kong (in conjunction with the inaugural symposium of *Tan Pan*, a new Chinese-English journal on negotiation), and at the 2014 meeting of the International Association of Conflict Management, in Leiden.

Then we spent a good deal of time rereading and discussing every existing chapter (80 in all) from the original edition of the *Negotiator’s Fieldbook*. We completed that process at the end of 2014. One result was that it became clear that we needed an overall structure for our replacement “products” that would respond to the much broader potential audience we now believe is possible.

Among the surprises to us at the workshops was high enthusiasm for electronic versions of the new writings, among even our most senior colleagues. Also, largely because of the five-year, four-book *Rethinking Negotiation Teaching* project (www.convenor.com/rethinking-negotiation-teaching.html), our contacts among professionals outside the US have improved considerably since the inception of the *Canon of Negotiation* initiative. At the same time, the relevant technology has improved, and costs of modest-scale print publishing, as well as electronic publishing,

have come down. This combination of factors has led us to believe we can now provide at least one form of our core publication that is priced to be attractive in countries where interest in our field is burgeoning, but where incomes and locations are equally far from the West—for example, India. For all of these reasons we now envision a more complex slate of products.

There is a well-known model for a broader, more varied and frequently updated publication structure, and it has been a great success in its own market. Although (of course) its subject matter and audiences are very different from ours, we have found inspiration in the *Physician’s Desk Reference*, which over 65 years has evolved to the point where it publishes multiple print editions, updates them at least annually, and yet now serves most of its readers through online editions. We have taken the hint and now plan to market a new flagship book both in print and online, under the umbrella title of the *Negotiator’s Desk Reference*. We also intend to publish a second edition of the *Negotiator’s Fieldbook*, but its purpose will shift: That volume will become a shorter one, adapted from the larger *Desk Reference* to include only those writings that are most relevant to lawyers, and with each chapter tailored further to that specific purpose.

Approximately 100 people are contributing to the new stage of the *Canon* initiative. As of this writing, half of the chapters are in, and we are editing more every week. We hope that the new *Negotiator’s Desk Reference* will provide tools for readers of all negotiation interests. Unlike the original volume, the new book will have essays reviewing the basics of negotiation—styles, communication, preparation, and so forth—for audiences that are new to negotiation theory. Other essays, as in the first edition of the *Fieldbook*, provide an overview of

several different disciplines' theories as applied to negotiation, such as psychology, neurobiology, theology, law, and the arts; these are now both more varied and more developed. Still other essays apply negotiation to particular contexts—from hostage negotiation to the military to business to getting the last seat available on “the last plane out”. And newer topics push this even farther, examining how negotiation is used in, for example, the professional boxing ring. (Yes, really. The authors even include a top-of-the-line referee and the vice-president of the World Boxing Association.)

But part of the purpose of the book, of course, is to help ideas and experience become better known outside their domains of origin. PIN's early books on *International Negotiation* and *International Multilateral Negotiation* are excellent examples of this idea, where a variety of scholars in different disciplines from around the world contribute chapters to a common educational endeavor. Similarly, PIN has also shown intense interest in power, risks, games, gender, the end phase in negotiation, language in negotiation, culture and other topics in which our writers come from a bracing array of disciplines. We hope the different streams of background and perceived potential they bring will be seen as an asset and a contribution, by PIN members as well as by other scholars across different combinations of field lines.

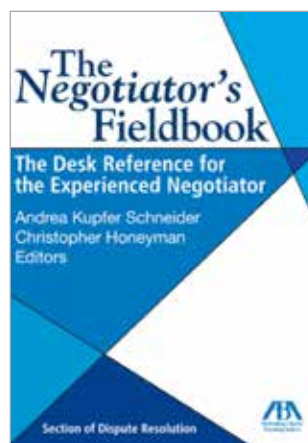
Many chapters represent updates on writings that were in the 2006 *Fieldbook*; many others represent the cutting edge of our field as of today. In addition to updates on ethical guidelines, for example, we will now have chapters on the latest research in moral character and on psychological barriers. The original volume had one chapter offering a tour d'horizon of the major world religions' respective attitudes toward

conflict and conflict management; the new book will have two chapters, with a more nuanced treatment of the original subject followed by an analysis of how religion and religious people can actually help to deal with conflict. The 2006 *Fieldbook* said just a little about technology in negotiation; the *Desk Reference* will have multiple chapters addressing online platforms as well as the new challenges of negotiating with the digital generation. Our attention to how negotiation can be used in different ways has also been expanded, to think (for instance) about activism, negotiated fact-finding, and the broader uses of neutrality.

We remain all too aware, however, that we don't know what we don't know. One way to deal with that problem, at least structurally, is to anticipate the need to feature ideas and research we haven't yet heard of, particularly from cultures where we have yet to develop contacts. So our anticipated spring/summer 2016 publication date does not represent “finality”, or even a pause in our effort for half a generation. The 2016 edition of the *Negotiator's Desk Reference* is planned to start with two volumes in print, and the equivalent online. But a new factor is that we plan to include a subscription to the electronic edition in the price of every copy of the paper one—and the electronic edition will

add a third volume. This is designed to begin with some key chapters from the original *Fieldbook* which (unlike most) are not being updated. Beyond that, it will grow gradually, as we discover exciting new research, or simply encounter specialist scholars and (very highly selected) expert practitioners from cultures and domains of expertise we as yet know little or nothing about.

Readers of *PinPoints* include a fair sample of both groups. So we would like to close by taking this opportunity to ask the reader's assistance: If you find occasion to look over our work as-published, and realize that you or someone you know possesses a kind of expertise about negotiation of which we are unaware, we'd very much appreciate hearing from you. We continue to be fascinated by negotiation theory and practice, and we will continue to strive to learn what we don't yet know. We like nothing better than to be surprised, especially from a direction we didn't know existed. To borrow a phrase from our colleagues (and long-time contributors) at the Hostage Negotiation Team of the New York Police Department: Talk to us! [Please email us, at honeyman@convenor.com or andrea.schneider@marquette.edu, with your ideas. We will greatly appreciate it.]



Edited by Andrea Kupfer Schneider and Christopher Honeyman and featuring 80 contributors, *The Negotiator's Fieldbook* is the most comprehensive book available on negotiation. Published 2006 by the American Bar Association, it is the culmination of *Broad Field*, a national project headed by Convenor's Christopher Honeyman (and generously funded by the William and Flora Hewlett Foundation.)