



1st ed. 2017, XI, 235 p. 1 illus.

Printed book

Hardcover

- ▶ 37,99 € | £32.99 | \$49.99
- ▶ *40,65 € (D) | 41,79 € (A) | CHF 45.00

eBook

Available from your library or

▶ springer.com/shop

MyCopy

Printed eBook for just

- ▶ € | \$ 24.99
- ▶ springer.com/mycopy

J.W. Salacuse

Real Leaders Negotiate!

Gaining, Using, and Keeping the Power to Lead Through Negotiation

- ▶ **First book to bring together leadership and negotiation in the context that each skill requires a degree of success to be an overall strong leader.**
- ▶ **Offers high profile cases as examples**
- ▶ **Instructs readers on the way to use negotiation to lead effectively**

This book examines the central role of negotiation in gaining, exercising, and retaining leadership within organizations, large and small, public and private. Its aim is to instruct readers on the way to use negotiation to lead effectively.

For far too long conventional wisdom has proposed that strong leaders refuse to negotiate, viewing negotiation as a sign of weakness. Leading people requires charisma, vision, and a commanding presence, not the tricks for making deals. For many executives, negotiation is a tool to use outside the organization to deal with customers, suppliers, and creditors. Inside the organization, it's strictly "my way or the highway."

Salacuse explains that leaders can increase their effectiveness by using negotiation in each of the three phases of the leadership lifecycle: 1) leadership attainment, 2) leadership action; and 3) leadership preservation and loss. Drawing on experience in wide variety of settings, including the author's own

leadership positions, the book will examine high profile leadership cases such as the rise and fall of Carly Fiorina at Hewlett-Packard, the skillful negotiations by Warren Buffet to save Salomon Brothers from extinction, and the successful efforts by the partners at Goldman Sachs to negotiate a new vision and direction for that financial giant.

Leaders and managers should pick up this book to learn how effective negotiation is essential to both gaining and exercising leadership and to overcoming threats to a leader's position.



Order online at springer.com ▶ or for the Americas call (toll free) 1-800-SPRINGER ▶ or email us at: customerservice@springer.com. ▶ For outside the Americas call +49 (0) 6221-345-4301 ▶ or email us at: customerservice@springer.com.

The first € price and the £ and \$ price are net prices, subject to local VAT. Prices indicated with * include VAT for books; the €(D) includes 7% for Germany, the €(A) includes 10% for Austria. Prices indicated with ** include VAT for electronic products; 19% for Germany, 20% for Austria. All prices exclusive of carriage charges. Prices and other details are subject to change without notice. All errors and omissions excepted.