

Risk *Review*



Bargaining and negotiation

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However, much about our society orients us toward thinking about and responding to differences more competitively than cooperatively. In negotiation workshops I've easily tapped into this orientation in conducting an "arm exercise" by first demonstrating the activity in an arm-wrestling position without ever using those words. Very few participants go on to figure out that the most effective way to achieve the goal of getting the most points in the activity is done through cooperation, not competition.

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