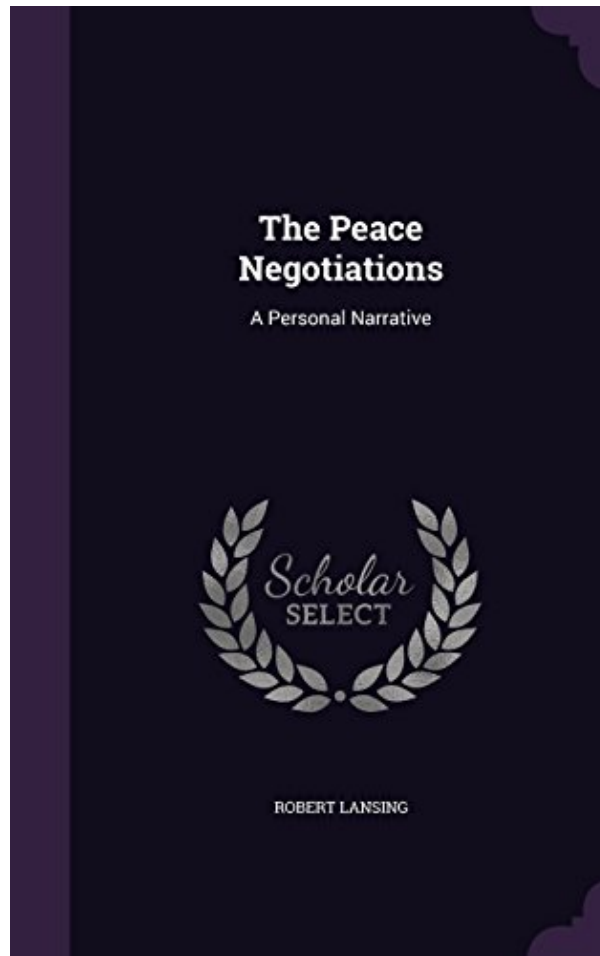


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A Personal Narrative



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A failed negotiations case study from the inside perspective

By Penny L. Parker

Robert Lansing was President Wilson's Secretary of State and at one point the lead US negotiator in the World War I peace negotiations. He did not agree with many of Wilson's proposals and tactics and was eventually marginalized by Wilson in the negotiations team. Lansing resigned as Secretary of State in 1920.

This book is a fascinating account of what happened from Lansing's perspective. Many of the differences he had with Wilson can be argued to have been right, in light of the generally accepted belief today that the negotiations were a failure on many levels. Lansing's book reads in part a bit petty and defensive because he didn't get his way on many points. But he also had strong expertise in international negotiations and that comes through in many of his observations. Many of his ideas would be validated by today's thinking on smart negotiation tactics -- but Wilson didn't agree at the time and we'll never know whether Lansing's approaches would have led to a more successful negotiation result. This book is an interesting glimpse into the ego and brilliance of the negotiator who was left behind. Lansing is a reasonably good writer and his account is entertaining especially if you are a fan of case studies in negotiations. His discussion of the micro-

tactics of negotiation seem especially perceptive.

The book is widely available in e-format on the Internet, at Project Gutenberg and other places, but the Kindle format makes it convenient for annotating and highlighting. Regrettably, however, the Kindle format does not yet have an interlinked table of contents. There are also some illustrations in the original book that are not included in the Kindle version, but this is also true of the other e-book formats that I've come across.

Here is the table of contents of the book so you can have some idea of how it is organized:

1. Reasons for writing a personal narrative
 2. Mr. Wilson's presence at the Peace Conference
 3. General Plan for a League of Nations
 4. Substitute articles proposed
 5. The affirmative guaranty and balance of power
 6. The President's Plan and the Cecil Plan
 7. Self-determination
 8. The Conference of January 10, 1919
 9. A resolution instead of the Covenant
 10. The Guaranty in the revised Covenant
 11. International arbitration
 12. Report of Commission on League of Nations
 13. The system of mandates
 14. Differences as to the League recapitulated
 15. The proposed Treaty with France
 16. Lack of an American programme
 17. Secret diplomacy
 18. The Shantung settlement
 19. The Bullitt Affair
- Conclusion

APPENDICES

I. THE PRESIDENT'S ORIGINAL DRAFT OF THE COVENANT OF THE LEAGUE OF NATIONS,
LAID BEFORE THE AMERICAN COMMISSION ON JANUARY 10, 1919

II. LEAGUE OF NATIONS PLAN OF LORD ROBERT CECIL

III. THE COVENANT OF THE LEAGUE OF NATIONS IN THE TREATY OF VERSAILLES

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