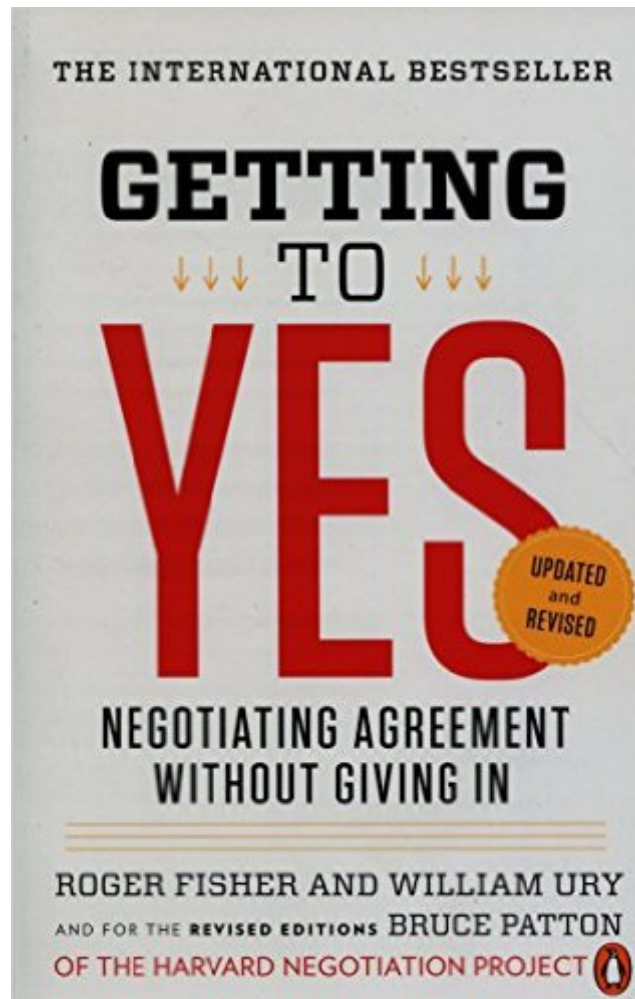


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# Getting To Yes: Negotiating Agreement Without Giving In



## Synopsis

The key text on problem-solving negotiation-updated and revised Since its original publication nearly thirty years ago, *Getting to Yes* has helped millions of people learn a better way to negotiate. One of the primary business texts of the modern era, it is based on the work of the Harvard Negotiation Project, a group that deals with all levels of negotiation and conflict resolution. *Getting to Yes* offers a proven, step-by-step strategy for coming to mutually acceptable agreements in every sort of conflict. Thoroughly updated and revised, it offers readers a straight-forward, universally applicable method for negotiating personal and professional disputes without getting angry-or getting taken.

## Book Information

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## Customer Reviews

The title of Fisher and Ury's book is *Getting to Yes - Negotiating Agreement without Giving In*. It's a case where the title clearly lays out what the book is about. In *Getting to Yes* the authors present, step by step, how to find your way to a win-win solution that helps meet your goals while at the same time preserving the relationship so that future negotiations also go smoothly. This book was the assigned textbook for a college course I took on negotiation, but it's one of those fairly rare cases where the material that's useful for a college course is also immensely useful for off-the-street people in a variety of situations. This book avoids complicated jargon and long, droning background chapters. Instead, it plunges into helpful information to assist people in negotiating for a new car, negotiating issues with their landlords, and all the many ways we all negotiate for our position

throughout life. Negotiation isn't just for union leaders trying to avert a strike. All of us negotiate each day as we try to juggle our many roles. We negotiate with our co-workers over assignments. We negotiate with our family members over chores. In an ideal world all of those discussions would go quickly, smoothly, and with as little strife as possible. Getting to Yes provided numerous helpful examples which made their points more easy to understand. It is so true that people tend to remember stories where they might not remember dry text. When I think about this book I do remember several of the stories clearly, and those help to represent the points the authors were making. The stories help remind me to focus on the issues when negotiating and to look for objective standards to work with. The information presented is wonderful, and immediately useful in life.

The book, GETTING TO YES, by Roger Fisher and William Ury is perhaps the most important book on negotiation I have ever read. I have personally benefitted from this book simply because I am even more aware of the importance of preparation and identifying shared interests and taking advantage of them. Respect, always respect, the other person's interests. More importantly, know them well. Highlights: The book is on principled negotiation, which is essentially negotiation on merits. The aim is to reach a wise agreement, defined as meeting the legitimate interests of all parties to the extent possible, resolving conflicting interests fairly, and ensuring the agreement is durable and takes community interests in account. The factors of principled negotiation include: PEOPLE: separating people from the issues/problems. INTERESTS: focus on them, particularly mutual interests, and not on "positions." E.g., the expression of "you are in no position to negotiate" is absolutely absurd. One, it is an assumption unless the person stating that carefully prepared. Two, it can generally only hurt the person stating that, generating hostility and conflict. A principled negotiator probes interests, raises questions. The question, then, is "what are your interests in this deal?" and "Why do you suppose that is a fair proposal?" PLANNING: a skilled negotiator will gather, organize, and weigh all information carefully relating to a negotiation. If there is one concept I could share with you, it is "prepare." CRITERIA: prior to reaching an agreement, the parties should agree to using objective criteria to measure an agreement; these include market value, precedent, and so forth. OPTIONS: generate a variety of options to reach an agreement.

The foundation of all great negotiation books, Getting to Yes gives you the real essence of mutual gains negotiation. It's a neat, concise, little paperback, and a fast read. It's so neat and concise, in fact, that you should buy multiple copies and hand them out to people you like - or to people you

want to like you. I've read it a dozen or so times and I keep finding new insights. The main ideas of the book are that positional negotiation is pointless, and that our negotiations should focus on interests rather than positions. As far as I'm concerned, if that's the only thing you recall from reading this book, you'll have learned something indispensable. But, by the time you finish *Getting to Yes*, you'll be convinced that negotiation is a simple matter of figuring out what you really want, what the other side wants, and working out the space where those interests intersect -- despite the generalizations, deletions, and distortions the other side might use to confuse you. One of the leading fundamental constructs presented in *Getting to Yes* - which differs radically from my own number one tenet - is "separate the people from the problem." *Getting to Yes* proposes that problems exist objectively and can be analyzed on their own merits, independent of people's perceptions, attributions, and relationships. My contention is that a problem only exists to whatever extent it is perceived by the beholder. As such, there is no problem if you separate the people from it. In real life, it's impossible to disentangle people issues from discussions of "concrete substance." Regardless of the prescriptive in *Getting to Yes*, real problem solving negotiations require constant simultaneous attention to the problem and the people.

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