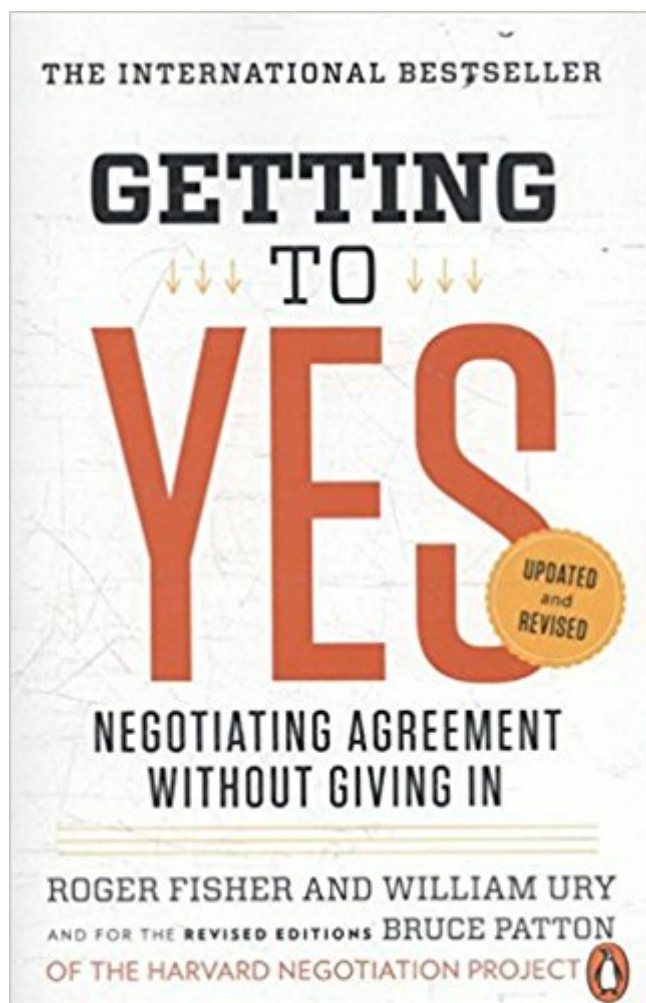


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# Getting To Yes: Negotiating Agreement Without Giving In



## 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

“This is by far the best thing I’ve ever read about negotiation.” —John Kenneth Galbraith  
“The authors have packed a lot of commonsensical observation and advice into a concise, clearly written little book.” —Businessweek  
“A coherent brief for win-win negotiations.” —Newsweek  
“Getting to Yes has an unrivaled place in the literature of dispute resolution. No other book in the field comes close to its impact on the way practitioners, teachers, researchers, and the public approach negotiation.” —National Institute for Dispute Resolution Forum  
“Getting to Yes is a highly readable and practical primer on the fundamentals of negotiation. All of us, as negotiators dealing with personal, community, and business problems need to improve our skills in conflict resolution and agreement making. This concise volume is the best

place to begin.â •â "John T. Dunlopâ œThis splendid book will help turn adversarial battling into hardheaded problem solving.â •â "Averell Harrimanâ œGetting to Yes is a highly readable, uncomplicated guide to resolving conflicts of every imaginable dimension. It teaches you how to win without compromising friendships. I wish I had written it!â •â "Ann Landersâ œGetting to Yes is powerful, incisive, persuasive. Not a bag of tricks but an overall approach. Perhaps the most useful book you will ever read!â •â "Elliot Richardsonâ œSimple but powerful ideas that have already made a contribution at the international level are here made available to all. Excellent advice on how to approach a negotiating problem.â •â "Cyrus Vance

Roger Fisher is the Samuel Williston Professor of Law Emeritus and director emeritus of the Harvard Negotiation Project. William Ury cofounded the Harvard Negotiation Project and is the award-winning author of several books on negotiation. Bruce Patton is cofounder and Distinguished Fellow of the Harvard Negotiation Project and the author of *Difficult Conversations*, a New York Times bestseller.

Good book and I would encourage anyone to read it. You don't have to be someone that negotiates million dollar deals to want to read this book. You can apply these principles into daily life because everything is a negotiation.

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. On the down side, this is a new version of older material. The authors chose to keep the initial book in its original form and then add on additional information at the end. I appreciate for historical reasons why they wanted to do that. However, from a fresh reader point of view, I feel they should present an integrated whole which most clearly presents the full information. The way the book is laid out currently, you have to go back and forth to find all information on a given topic. Also, the format is not laid out for easy reference. If they went more for a "dummies" style with an easy to scan layout, graphs and charts to quickly find and scan, and quick end-summaries, that would make this more useful as a reference book to keep on a shelf. Right now if I had an issue to handle it would be less than quick to grab the book and find the answer. I would have to wade through the book to figure out where to get the support I needed. Still, I do recommend that everyone read this book at least once, to build their skills in negotiation. It's something we all have to do!

Writing this for class, but it's already helping me out in my day to day interactions. I appreciate the men and women who took the time to create this work. Thank You.

The main thing I learned from this book is to not use your position to find an amicable agreement with someone. For anyone wanting to negotiate well, this is a good read.

As the author points out toward the end of the book, many comments he got from seasoned professional negotiators were along the line of 'now I know that what I do is the right thing'. The book gives a framework for a fact-based, goal-oriented negotiation strategy that allows to settle disputes and differences of opinions without seeing the other side as 'the enemy'. Many of the points raised in the book probably strike most of the readers as somewhat common sense, but the value of the book is that it puts all these points together and embeds them in a well defined and coherent strategy. I'd given 5 stars if the book had a few more practical examples and 'recipes', but it still makes a very good read.

Fantastic book I really liked it it was an easy read with how interesting the book was it really gives a lot of insight into negotiation and helps get past those barriers. I would recommend this book college

teams maybe some mature high school students and anyone in the work field. (Not just business)

a really good look, albeit a superficial, on negotiating...you might be surprised what it takes to get to 'yes'.

The book of the week was *Getting to Yes* by Roger Fisher and William Ury. This is a book all about negotiating, one of the most important skills any person can learn in a lifetime. You might think that negotiating is only for lawyers and business people, but everyone negotiates- every single day. People negotiate about simple things on a daily basis. You negotiate who pays for lunch, what movie to get at Blockbuster, what route to take on a family trip and the list goes on. Then there are some more obvious functions of negotiations: asking for a raise, bargaining with a shopkeeper in Central America (one of my favorite things to do), and trying to get the best deal on your new house. After reading this book, I look forward to all of these events to test my new found ability. When people think about negotiating, many have a lot of misconceptions of the "right" way to do it. Often negotiating is shown on television using the positional bargaining technique. Using this method people take sides. "This is what I want and I am sticking to it" and when you have two or more people arguing like this they become more and more entrenched into their own idea. Often, sides start to attack the other person's ideas and, in a round-about-way, start to attack that person. Big picture, positional bargaining leads to negotiation-by-strong-arm, if any solution is found at all, and really has negative affects on the relationships negotiating. The authors have a more useful approach to negotiating... Principled Negotiation. In essence, this is separating the people from the problem and focusing objectively on this issue. This does not mean that you do not focus on the people as a part of the issue, but just eliminate the "my side, your side" back and forth. In every negotiation there are people and those people have emotions and wants. You can and should take that into consideration when using principled negotiation. Ultimately it should all come down to fairness. You don't need to strong-arm someone into getting what you want. Just think about the situation as a whole and make agreements based off all the information. If someone wants to sell their house, they will have set a price on it. As the buyer, use all the information to negotiate a fair price for yourself and them. Use probing questions to get them to help you make a fair decision. Ask them how they came to their conclusion on the price... if they say that the house next door sold for that much... you might bring to their attention that the house two doors down sold for \$20k less... or that the house they are basing their price off had 1 more bedroom and 1 more bathroom. In that case, how much is an extra bedroom worth?... They might say \$8k... and a bathroom?... \$4k... That

other house also had a shed in the backyard when it sold, how much would that have been worth?.. \$1500.. So on and so forth... using this type of negotiation you can objectively analyze the situation. Be sure all along the way to inform the negotiated party that you just want it all to be fair. Most people are on board when it comes to being fair. It is important you put yourself in the other party's shoes. See the situation the way they do. In the previous example the party wanted to sell their house. Find out why they want to sell their house, are they moving far away? How soon do they need the house sold? How long did they live there? In addition to helping you see the negotiation from their point of view it can give you insight into what agreement inventions to make to negotiate more efficiently. If you know they need to move within 2 weeks, you can invent a solution that involves closing sooner in exchange for a slightly higher price.... or if the party is on the fence about your asking price, closing within 2 weeks is something that can put them over the fence.... creating a win-win situation. Additionally, you will most likely come across aggressive negotiators that will give you high or low-ball offers, they may have someone else there playing good cop, bad cop or in the worst case, uses threats to try and get their way. When you find yourself in these situations, lay them out immediately and let the other party know that "I am most interested in the fairness of the deal and I know that your offer is just trying to high-ball me. Let's get past that, please give me a reasonable offer and we will work from there." You may find yourself in situations where a party manipulates the environment in order to make you uncomfortable: increasing the heat, being in a loud environment, being in a place where they know everyone and you know no one. If you find yourself in this situation let them know that you don't feel comfortable discussing the issues in that environment and you would like to reschedule to meet at X. Dirty negotiation techniques are used and the best thing you can do is let the other party know that you realize what is happening and bring them back to the issue of fairness. Next time you find yourself in the Caribbean negotiating the price of a hammock to take back to the States, use principled negotiation. Look at the situation from the shopkeepers perspective. Don't strong-arm him and play the whole game where you walk away 5 times in order to get the best deal. This will end up hurting the shopkeepers ego because he "gave in" to your demands and you probably won't get as good of deal and you might think. Instead, brainstorm some agreements of strength for both sides. He asks you for \$80, since you know he is just highballing you call him out on it. Break it down to the root of the problem. Ask him if he is willing to take \$30... and when he says no (they always do) dig deep into possible agreements like buying a hammock and a picture for \$40. These negotiations are the hardest to have with a rational principle negotiation, but I can't think of any better practice! Give it a shot! I promise you'll have fun with it. I think this book is a must read for any business person or lawyer, but, as I said earlier, is

incredibly helpful for everybody else too. It's a short read and it's really pretty fun. If you have any questions on the book don't hesitate to ask. I would be more than happy to help anyone that wants it.

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