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NEGOTIATION 101

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The National Bestseller

Second Edition with
Answers to Ten Questions People Ask

GETTING TO YES

Negotiating Agreement
Without Giving In

Roger Fisher, William Ury
& Bruce Patton

of the Harvard Negotiation Project

UNABRIDGED

Read by Murphy Guyer

WISE AGREEMENT

- Meets legitimate interests of each side
- Resolves conflicting interests fairly
- Is durable
- Takes community interests into account

WIN-WIN NEGOTIATING APPROACH

- **WHAT IS A GOOD AGREEMENT?**

- A good agreement is one that is wise and efficient, and which improves the parties' relationship

- **POSITIONAL BARGAINING**

- Ex. Haggling over price
- Inefficient
- Ignores interests

USE OBJECTIVE CRITERIA

- Develop objective criteria
- Keep an open mind
- May need to shift from substantive criteria to procedural criteria

POSITIONAL BARGAINING

- Arguing over positions produces unwise agreements
- Arguing over positions is inefficient
- Arguing over positions endangers ongoing relationships



PRINCIPLED NEGOTIATION

4 BASIC POINTS

- **PEOPLE:** separate the people from the problem
- **INTERESTS:** focus on interests, not positions
- **OPTIONS:** generate a variety of possibilities before deciding what to do
- **CRITERIA:** insists that the results be based on some objective standard

STAGES OF PRINCIPLED NEGOTIATION



ANALYSIS



PLANNING



DISCUSSION

PRINCIPLED NEGOTIATION

PEOPLE: separate the people from the problem

- Emotions cloud objective merits
- Egos become identified with positions
- Create Cognitive Dissonance

PRINCIPLED NEGOTIATION

INTERESTS

- Focus on interests, not positions
- A position may obscure what you really want
- Ask Why? Ask Why not?

PRINCIPLED NEGOTIATION

OPTIONS: generate a variety of possibilities before deciding what to do

- Searching for the one right solution inhibits creativity

PRINCIPLED NEGOTIATION

CRITERIA: insists that the results be based on some objective standard

- Ex: market value, expert opinion, custom, precedence or law
- both parties can defer to a fair solution without giving in to each other

BATNA

Best **A**lternative **T**o **N**egotiated **A**greement

- Always keep in mind
- Be careful about disclosing!

SOFT VS HARD STYLE

Participants are friends

Goal is agreement

Make concessions to cultivate relationship

Soft on people and problem

Trust others

Change your position easily

Make offers

Participants are adversaries

Goal is victory

Demand concessions as condition of relationship

Hard on people and problem

Distrust others

Dig into your position

Make threats

SOFT VS HARD STYLE

Disclose your bottom line

Accept one-sided losses

Insist on agreement

Avoid contest of will

Yield to pressure

Mislead as to your bottom line

Demand one-sided gains

Search for single answer you will accept

Insist on your position

Try to win contest of will

Apply pressure

GETTING READY TO NEGOTIATE

THE GETTING TO YES™ WORKBOOK

A STEP-BY-STEP

GUIDE TO

PREPARING FOR ANY NEGOTIATION



Roger Fisher and Danny Ertel

THE SEVEN ELEMENTS OF NEGOTIATION

1. INTERESTS:

What Do People Really Want?

2. OPTIONS:

What are Possible Agreements or Bits of Agreement?

3. ALTERNATIVES:

What Will I Do If We Do Not Agree?

4. LEGITIMACY:

What Criteria Will I use to Persuade Each of Us That We Are Not Being Ripped Off?

5. COMMUNICATION:

Am I Ready to Listen and Talk Effectively?

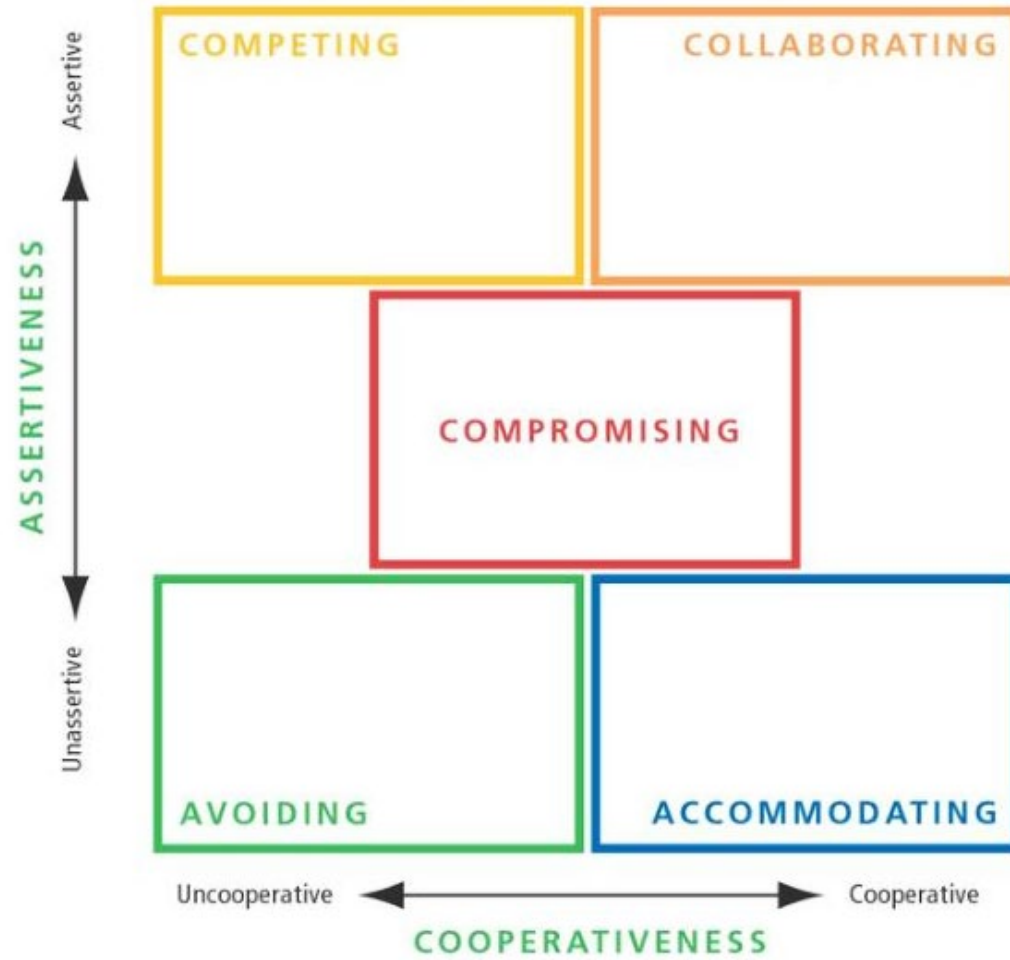
6. RELATIONSHIP:

Am I Ready to Deal with the Relationship?

7. COMMITMENT:

What Commitments Should I Seek or Make?

THE FIVE CONFLICT-HANDLING MODES



THE FIVE CONFLICT-HANDLING MODES

1. **COMPETING**

is assertive and uncooperative, a power-oriented mode.

2. **COLLABORATING**

is both assertive and cooperative.

3. **COMPROMISING**

is intermediate in both assertiveness and cooperativeness.

4. **AVOIDING**

is unassertive and uncooperative.

5. **ACCOMMODATING**

is unassertive and cooperative – the opposite of competing.

“

DISCOVER
THE SECRET TO
GETTING THROUGH
TO ABSOLUTELY
ANYONE

MORE
THAN 100,000
COPIES
SOLD!

Just Listen

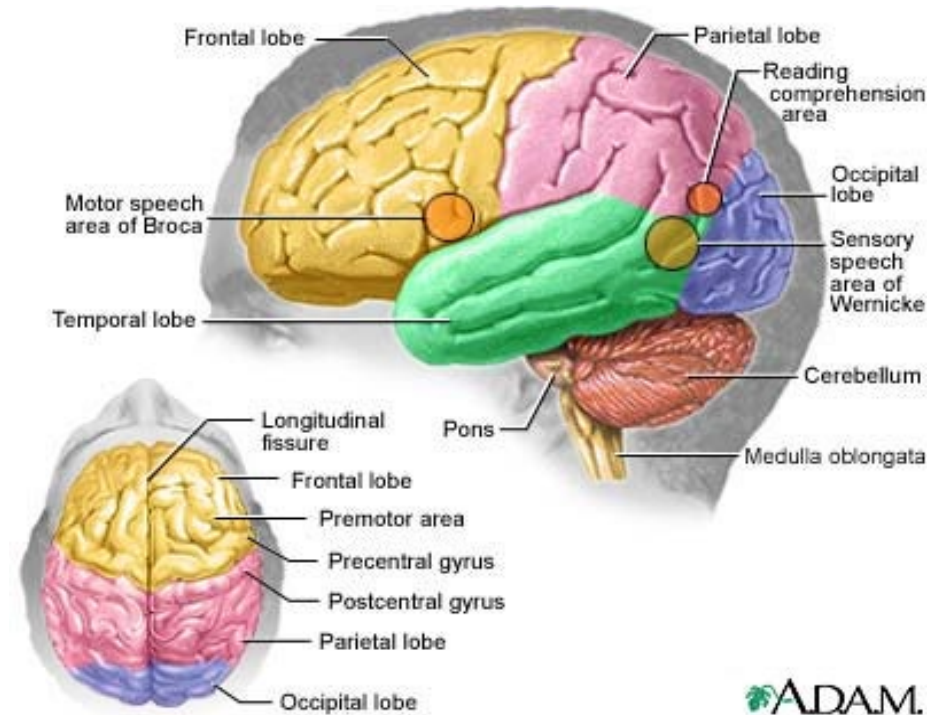
MARK GOULSTON

FOREWORD BY
Keith Ferrazzi
AUTHOR OF *NEVER EAT ALONE*
AND *WHO'S GOT YOUR BACK*

”

A LITTLE SCIENCE: HOW THE BRAIN GOES FROM “NO” TO “YES”

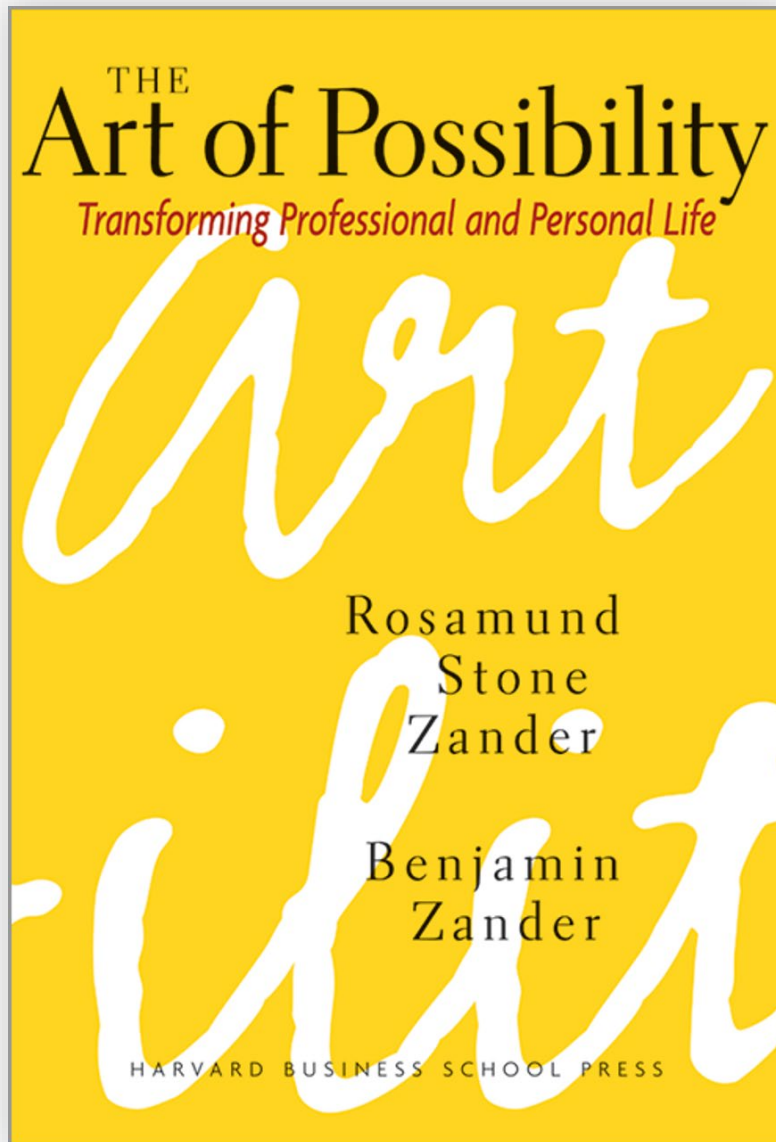
- The Three-Part Brain
- Amygdala Hijack and the Death of Rational Thought
- Mirror Neurons
- From Theory to Action



Amygdala is deep within the most elemental parts of the brain.

CORE RULES

- Rewire Yourself to Listen
- Make the Other Person Feel “Felt”
- Be More Interested Than Interesting
- Make People Feel Valuable
- Steer Clear of Toxic People



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THANK YOU



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