

Getting to Yes



Presented by Karrington Bradley

Book Details

Title of book: Getting to Yes

Author: William Ury, Roger Fisher, Bruce Patton

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THE INTERNATIONAL BESTSELLER

GETTING ↓ ↓ ↓ TO ↓ ↓ ↓ YES

UPDATED
and
REVISED

NEGOTIATING AGREEMENT
WITHOUT GIVING IN

ROGER FISHER AND WILLIAM URY
AND FOR THE REVISED EDITIONS BRUCE PATTON
OF THE HARVARD NEGOTIATION PROJECT

READ BY DENNIS BOUTSIKARIS

About the Authors

Roger Fisher

- Law Professor at Howard
- Founder of Harvard Negotiation Project
- Consultant to the Department of Defense
- Executive Director of tv show *The Advocates*



William Ury

- Founder of Harvard Negotiation Project
- Mediator
- Consultant to the White House



Bruce Patton

- Founder of the Harvard Negotiation Project
- Founder of Vantage Partners, LLC, a consulting firm
- Mediator



What is the book about?

It is based on the work of the Harvard Negotiation Project, a group that deals with all levels of negotiation and conflict resolution.

Offers strategies for coming to a mutual agreement without “getting angry or getting taken.”

Key Points:

- The four steps of Principled Negotiation
- BATNA
- Tricks against dirty negotiation



Principled Negotiation

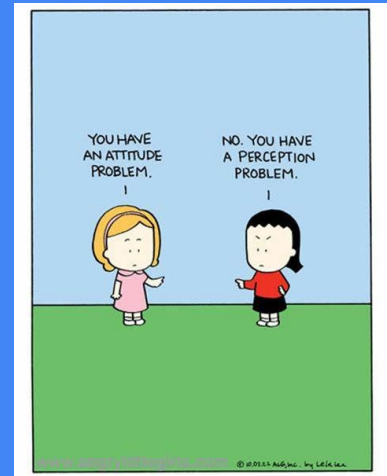
Positional vs. Principled Negotiation

Soft	Hard	Principled
<ul style="list-style-type: none">• Participants are friends• The goal is agreement• Make concessions to cultivate the relationship• Be soft on the people and the problem• Trust others• Change your position easily• Make offers• Disclose your bottom line• Accept one-sided losses to reach agreement• Search for the single answer: the one they will accept• Insist on agreement• Try to avoid a contest of will• Yield to pressure	<ul style="list-style-type: none">• Participants are adversaries• The goal is victory• Demand concessions as a condition of the relationship• Be hard on the problem and the people• Distrust others• Dig in to your position• Make threats• Mislead as to your bottom line• Demand one-sided gains as the price of agreement• Search for the single answer: the one you will accept• Insist on your position• Try to win a contest of will• Apply pressure	<ul style="list-style-type: none">• Participants are problem-solvers• The goal is a wise outcome reached efficiently and amicably• Separate the people from the problem• Be soft on the people, hard on the problem• Proceed independent of trust• Focus on interests, not positions• Explore interests• Avoid having a bottom line• Invent options for mutual gain• Develop multiple options to choose from; decide later• Insist on using objective criteria• Try to reach a result based on standards independent of will• Reason and be open to reasons; yield to principle, not pressure

1. Separate people from the problem

"In a negotiation, particularly in a bitter dispute, feelings may be more important than talk." (p. 31)

- Clarify each party's needs and goals
- Acknowledge everyone's emotions
- Communicate clearly to avoid false assumptions



2. Focus on interests, not positions

"If you want someone to listen and understand your reasoning, give your interests and reasoning first and your conclusions or proposals later." (p. 54)

- Understand the underlying motivations, needs, desires, fears, and concerns
 - Avoid “you sentences” that are accusatory
-

3. Generate options for mutual gain

"Before you even begin to negotiate, it makes sense to envision what a successful agreement might look like."
(p. 175)

- Seek solutions or alternatives that result in a “win-win”



4. Insist on using objective criteria

"In short, the approach is commit yourself to reaching a solution based on principle, not pressure. Concentrate on the merits of the problem, not the mettle of the parties. Be open to reason, but closed to threats." (p. 84)

- Focus on having a fair standard and sticking to a joint search for an objective solution.
-

BATNA



Best Alternative To a Negotiated Agreement

- The negotiator is only as strong as the quality of his or her alternatives

"Some parties locked into adversarial ruts seem unable to consider alternative approaches until they reach the brink of mutual annihilation, and some not even then." (p. 155)



**Tricks against
dirty negotiation**

What to do when the other person is using nasty negotiation tactics

- Do not be silent
- Do not react in kind
- Draw attention to the trick and establish fairer rules

What I liked

- Four steps of Principled Negotiation
 - Easy-to-follow steps
 - Clear, concise
- BATNA
 - Acknowledges that sometimes it is better to find an alternative than resulting in a lose-lose
 - Offers solution to those with a weaker stance
- Tips against dirty negotiation
 - Focuses on keeping a clear head and pointing out the flaws in the other person's logic

Is it worth reading?

Pros

- Great tips for basic negotiation
- The authors are credible and have other books about negotiation
- Easily Digestible
- Offers solutions for people who do not like to be “dominant” in conflict situations

Cons

- Not enough real-world examples
- Some tips are already well-known
- Some tips are not easy to apply (easier said than done)
- Authors encourage all negotiation be done in person, that is not plausible in modern times.
- Book is 40 years old, outdated



T. Peavler

★★★★☆ Great for beginners, but often impractical.

Reviewed in the United States on March 3, 2015

Verified Purchase

This book has been around for quite a while and is vaunted by many as THE book on negotiation. I, like many others, am unconvinced. If you have never negotiated anything in your life, this is the book for you. It's a great primer, but it's far from all-encompassing. The authors admit that it is not meant to cover everything, though. It teaches what's known as "principled negotiation," which is a non-adversarial style. It's particularly useful for business deals and personal conflicts, since it emphasizes mutual problem solving and de-emphasizes taking positions, thus allowing everyone to "win."

On the other hand, anyone who has successfully negotiated even the most minor of deals (i.e. haggling), won't find this as useful. In order to be effective, you have to convince all parties to accept the premise of principled negotiation. If they don't the whole system falls apart. Furthermore, if you are in an adversarial proceeding (lawsuit, arbitration, etc.), this is fairly useless. In those proceedings, the other party either doesn't care whether you "win" or actively wants you to lose. If you come up against a manipulator, the practices in this book will prove to be more hindrance than help. I had to read this as part of a law school class. To put it mildly, other aspects of the class were far more useful than this book.

Bottom Line: a good starting point. Just don't make it a stopping point.

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Reviews

"A coherent brief for 'win-win' negotiations."
—*Newsweek*



Spencer B.

★★★★☆ :(

Reviewed in the United States on February 11, 2020

Verified Purchase

Did not prevent wife from leaving.

70 people found this helpful

Helpful

Report abuse

"This is by far the best thing I've ever read about negotiation."
—*John Kenneth Galbraith*



Always Pouting rated it ★★★★★ · review of another edition

Feb 03, 2017

The books okay I guess but a lot of the strategies are so intuitive and the writing wasn't the greatest. Again it's the same thing with all these business books where if you've read one the rest usually don't add anything new but if you haven't read any it could be insightful. These books are usually just useful for helping organize ones thoughts and realize things they couldn't other wise but you can achieve that with some quite thinking time also.

Questions?