



Getting to Yes
Book Summary
<http://itemind.com>

About

- book
 - authors
 - 1991
 - 200 pages
 - on amazon.com
- mind map
 - Luciano Passuello
 - itemind.com
 - 2008
 - Creative Commons Attribution Non-Commercial 3.0
 - images
 - map contains full contents of book



3. Invent Options for Mutual Gain

- Obstacles
 1. Premature Judgement
 2. Search for Single Answer
 3. Assumption of a Fixed Pie
 4. "Solving their problem is their problem"
- Prescription
 1. Separate Inventing from Judging
 2. Broaden your options
 3. Look for Mutual Gains
 4. Make their decision easy



4. Insist on Using Objective Criteria

- deciding on will is costly
 - one party always feels defeated
 - no time
 - efficient
- Fair Standards
 - independent of each side's will
 - legitimate
 - practical
 - Should apply to both sides
 - examples
- Fair Procedures
 - one cut, other chooses
 - negotiate with roles
 - taking turns
 - arbitrator
- Frame each issue as a joint search for objective criteria
 - Ask "What's your theory?"
 - agree on standards first
- Reason and be open to reason
 - two standards
 - ask third party
- Never yield to pressure
 - bribe
 - threat
 - manipulative appeal to trust
 - strategy



The Negotiation Problem

- requirements
 - wise agreement
 - efficient
 - improve/not damage relationship
- positional bargaining
 - problems
 - negotiation styles
- Principled negotiation
 - negotiation on the merits
 - basic points
 - stages



1. Separate the People from the Problem

- Negotiators are People First
 - not abstract representatives of "the other side"
 - get angry
 - have egos
 - confuse perceptions with reality
- Two Interests
 - Relationship
 - Object of Negotiation
 - The two become entangled
 - Separate them!
- Techniques
 - Perception
 - Emotion
 - Communication



Yes, But...

- What If they're more powerful?
 1. Protect Yourself
 2. Make the most of the deal
- What if they won't play?
 - What YOU can do
 - "one-text procedure"
 - Case Study
- What if they use dirty tricks?
 - usually about negotiation procedure
 - be quiet, hope for the best
 - principled negotiation
 - 1. recognize the tactic
 - 2. raise the issue explicitly
 - 3. question legitimacy and desirability
 - use the 4 principles



2. Focus on Interests, not Positions

- positions
 - what you decided
- interests
 - why you decided
- one interest
 - multiple positions that satisfy it
- behind opposed positions
 - interests
- How to Identify
 - Ask
 - Each side has multiple interests
 - Basic Human Needs
 - make a list
- Talk
 - communicate
 - make interests come alive