



GETTING TO YES

THE HARVARD NEGOTIATION PROJECT

EVERYONE NEGOTIATES

- Positional Bargaining
- Hard vs. Soft Methods
- One Side Gives Something
- Other Side Gets Something
- Both Sides Lose Something



SOME PEOPLE NEGOTIATE DIFFERENTLY

- Principled Negotiation
- Look for Mutual Gains
- Use Fair Standards to Resolve Issues
- Get What You Need
- Protect Against Exploitation
- Decide Issues on Merits



A SUCCESSFUL NEGOTIATION

- Should produce a wise agreement, if agreement is possible
- Should be efficient
- Should improve, or at least not damage, the relationship between the parties
- Should be durable and in community interest



PRINCIPLED NEGOTIATION CAN CHANGE THE GAME

- Separate the people from the problem, remove emotion and ego
- Focus on interests, not on positions
- Generate a variety of options for mutual gain before choosing a path
- Insist that decisions be based on objective standard - market value, expert opinion, custom or law



USING CIRCLE ANALYSIS

- What is wrong, in the real world
- What is wrong, in theory
- What might be done, in theory
- What might be done, in the real world
- What might go wrong, in the real world



WHAT IF THEY USE DIRTY TRICKS?

- Recognize the tactic
- Raise the issue explicitly
- Question the tactic's legitimacy and desirability - negotiate over it
- Be willing to take your Best Alternative To a Negotiated Agreement
- Remind other party of expected mutual benefits of concluding an agreement



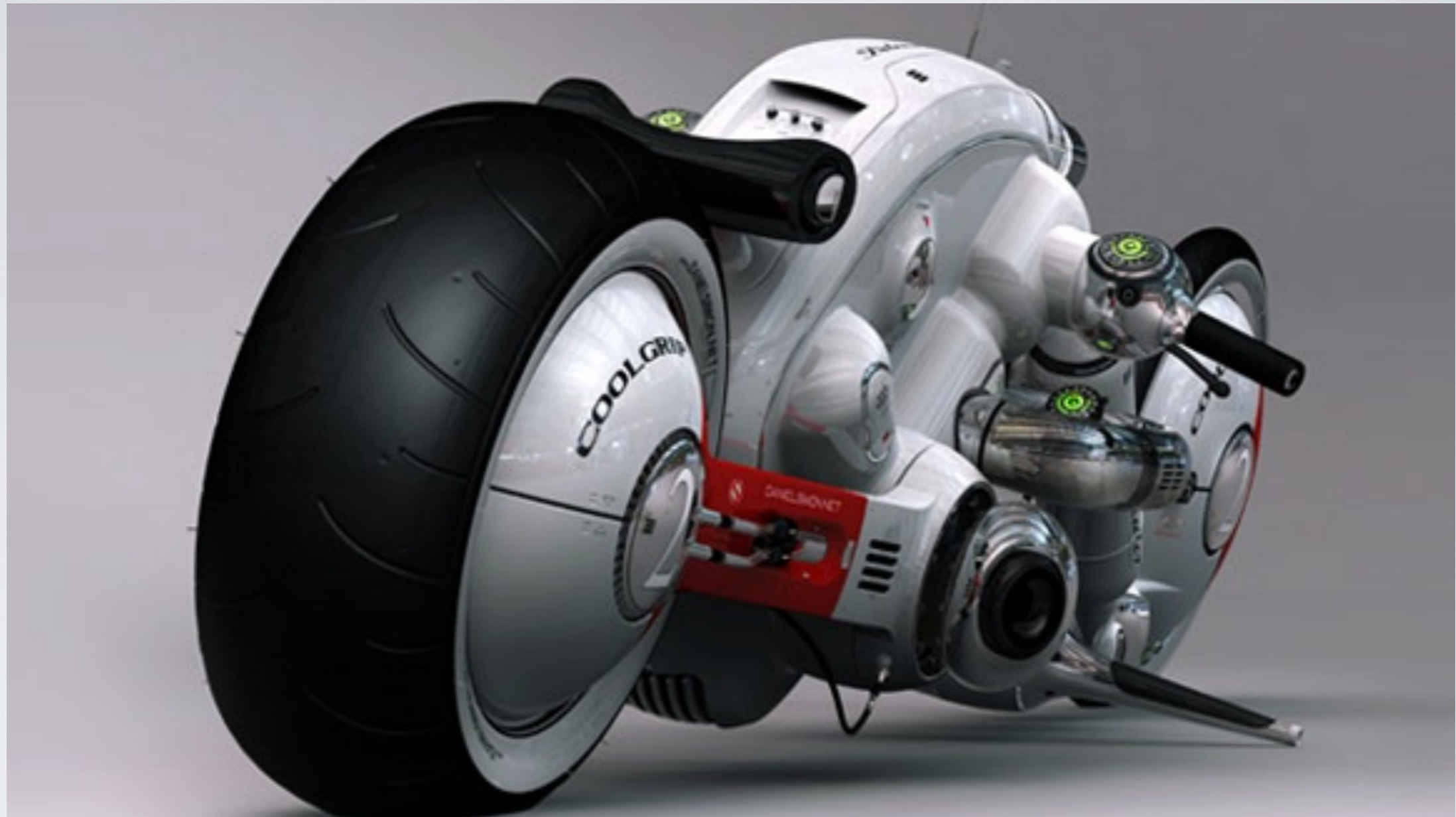
DEVELOP YOUR NEGOTIATING SKILLS

- Preparation
- Practice
- Coaching
- Feedback



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YOU CAN'T ALWAYS GET WHAT YOU WANT



BUT YOU GET WHAT YOU NEED

- 1969



WILLIAM URY IS ON TED TALKS
JANUARY 2011