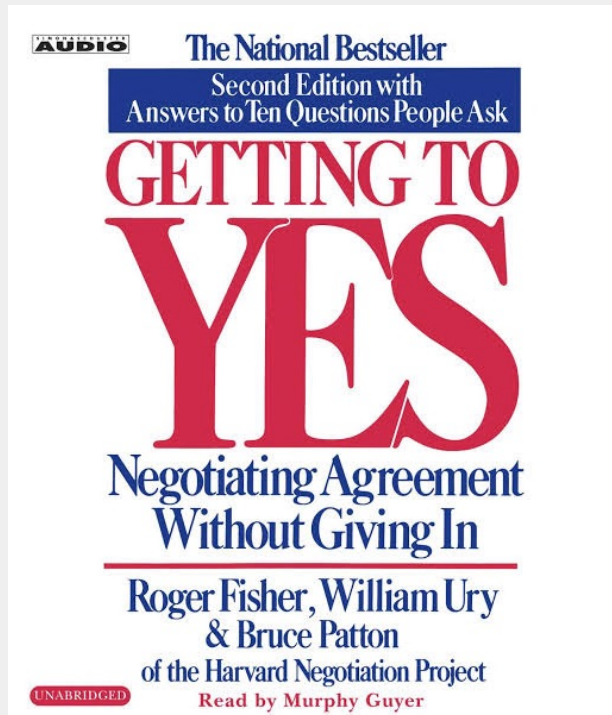


NOTES FROM



AHMAD ELSHAZLY 

GETTING TO YES

WHO NEGOTIATES?

EVERYONE NEGOTIATES SOMETHING EVERYDAY.

PART I: THE PROBLEM

EFFECTIVE NEGOTIATIONS CRITERIA:

- PRODUCE A WISE AGREEMENT.
- EFFECTICIENT.
- NOT DAMAGE THE RELATIONSHIP BETWEEN THE PARTIES.

A WISE AGREEMENT

- MEETS THE LEGITIMATE INTEREST OF EACH SIDE TO THE EXTENT POSSIBLE
- RESOLVES CONFLICTING INTERESTS FAIRLY
- DURABLE
- CONSIDERS COMMUNITY INTERESTS

BARGAINING OVER POSITIONS IS INEFFECIENT

YOU TEND TO START WITH EXTREME POSITIONS

IT'S A BATTLE OF WILL

IT'S TIME-CONSUMING

IT STRAINS / SHATTERS THE RELATIONSHIP

THE FIVE CORE INTERESTS

- ★ AUTONOMY
- ★ APPRECIATION
- ★ AFFILIATION
- ★ ROLE
- ★ STATUS

EACH PERSON HAS MULTIPLE INTERESTS NOT JUST ONE.

PART II: THE METHOD

CHANGE THE GAME

	Positional Bargaining		Principled Negotiation
	Soft	Hard	
Participants	Friends	Adversaries	Problem-solvers
Relationship	Soft on the people and problem	Hard on the people and problem	Soft on the people, Hard on the problem
Position	Changes position easily	Dug into position	Focus on interests, not positions
Resolution	Search for answer that they will accept	Search for answer that you will accept	Invent options for mutual gain
Criteria	Yield to pressure	Apply pressure	Insist on using objective criteria. Yield to principle, not pressure
(1) Substance / (2) Relationship	↓ 1 ↑ 2	↑ 1 ↓ 2	↑ 1 ↑ 2

EASY TO FORGET

NEGOTIATORS ARE PEOPLE.
SO ARE WE.

THERE ARE TWO PARTS TO EVERY NEGOTIATION:
→ THE SUBSTANCE &
→ THE RELATIONSHIP.

PEOPLE PROBLEMS USUALLY FALL IN ONE OF THREE CATEGORIES

- PERCEPTION
- EMOTION
- COMMUNICATION



MUTUALLY DEVELOPED SOLUTIONS ARE BEST. [TIES TO PERCEPTIONS]

PAY ATTENTION TO YOUR EMOTIONS. AND TO THIER'S. [EMOTIONS TIE TO ONE'S IDENTITY]

LISTEN ACTIVELY AND ACKNOWLEDGE WHAT'S BEING SAID. [COMMUNICATION IS A TWO-WAY STREET]

SPEAK TO BE UNDERSTOOD

- UNDERSTANDING AND AGREEING ARE NOT THE SAME. IT'S POSSIBLE TO UNDERSTAND AND DISAGREE! BUT FIRST, THEY NEED TO KNOW YOU UNDERSTAND THEM.
- SPEAK ABOUT YOURSELF, NOT FOR THEM. IT'S DIFFICULT FOR THEM TO DISAGREE IF YOU'RE JUST EXPRESSING HOW YOU FEEL.
- SPEAK PURPOSEFULLY. DON'T JUST SAY WHATEVER COMES TO MIND. THINK OF WHAT YOU WANT TO ACHIEVE BY WHAT YOU WILL SAY.
- SPEAK ABOUT INTERESTS, NOT POSITIONS. THIS MAKES SOLUTIONS POSSIBLE. WE USUALLY THINK THAT OPPOSITE POSITIONS MEAN OPPOSITE INTERESTS. THIS ISN'T ACTUALLY THE CASE.

ABOUT INTERESTS

IT'S YOUR JOB TO EXPLAIN YOUR INTERESTS SPECIFICALLY

MAKE SURE YOU ACKNOWLEDGE THEIR INTERESTS, TOO.

PUT THE REASONING FIRST. THEN STATE YOUR POSITION.

TALK ABOUT WHAT YOU WANT TO HAPPEN NEXT, NOT ABOUT WHERE YOU CAME FROM.

YOU MAY HAVE CONFLICTING INTERESTS BUT YOU CAN AGREE ON A SHARED GOAL.

PRINCIPLED NEGOTIATION
NEGOTIATION JIU-JITSU

R_x



- ① SEPARATE THE ACT OF INVENTING OPTIONS FROM THE ACT OF JUDGING THEM
- ② BROADEN THE OPTIONS ON THE TABLE INSTEAD OF TRYING TO TIGHTEN THE GAP.
- ③ SEARCH FOR MUTUAL GAINS. IT'S NOT NECESSARILY A ZERO-SUM GAME.
- ④ INVENT WAYS OF MAKING THEIR DECISION EASY.

OBJECTIVE CRITERIA

you find their standard

ASK FOR THE THEORY BEHIND THE POSITION

IF THEY SUGGESTED THE STANDARD, ADHERING TO IT IS AN ACT OF STRENGTH. THEY ARE KEEPING THEIR WORD

NEVER YIELD TO PRESSURE. ALWAYS YIELD TO PRINCIPLE.

PART III: YES, BUT

- BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT (BATNA)
- WHAT WOULD HAPPEN IF NO AGREEMENT WAS REACHED?
- YOUR BATNA GIVES YOU POWER. NOT BEING CLEAR ON ALTERNATIVES IS AKIN TO HAVING YOUR EYES CLOSED.

- CONSIDER THE OTHER SIDE'S BATNA.

→ NEGOTIATION JIU-JITSU

WHEN THEY INSIST ON NOT BEING COOPERATIVE

THEIR ATTACK WILL CONSIST OF 3 ELEMENTS:

- ① ASSERTING POSITIONS FORCEFULLY
DON'T ATTACK THEIR POSITION. LOOK BEHIND IT.
- ② ATTACKING YOUR IDEAS
DON'T RESIST CRITICISM. INVITE IT.
- ③ ATTACKING YOU
 - RECAST THEIR ATTACK ON YOU AS AN ATTACK ON THE PROBLEM.
 - SILENCE COULD BE A GOOD WEAPON. USE IT.

STATEMENTS OF FACT CAN SEEM THREATENING.
WHENEVER YOU CAN, ASK QUESTIONS INSTEAD.

A PRINCIPLED NEGOTIATOR NEITHER ACCEPTS NOR
REJECTS THE OTHER SIDE'S POSITION.

ASK ABOUT THE REASONS BEHIND INSTEAD

A GOOD NEGOTIATOR NEVER TAKES AN IMPORTANT
DECISION ON THE SPOT.

AND THEY ALWAYS HAVE A GOOD REASON WHY.

NOT TO SEEM INDECISIVE.

PART IV: CONCLUSION

THIS BOOK HELPS YOU PLAY THE GAME
THAT MATTERS. IN A PRINCIPLED NEGOTIATION,
NO ONE IS WINNING. SAME AS NO ONE PARTY
WINS A MARRIAGE. IF THAT'S NOT THE CASE,
YOU MAY BE LOSING THE RELATIONSHIP.