

GETTING TO YES

1. GO TO THE BALCONY

- Stop to think
- Look: Keep your eyes on the prize
- Identify the stakeholders
- Listen to yourself: reactions, emotions

2. STEP TO THEIR SIDE

- Put yourself in their shoes
- Listen more than you talk
- Acknowledge their point
- Use trust-building measures

3. FOCUS ON INTERESTS

- Probe behind positions
- Ask "Why?" "Why not?"
- Replace "But" with "Yes And"
- Use a Positive No

4. INVENT OPTIONS

- Invent before you judge
- Ask advice, ask "What if?"
- Make a Yes-able proposal

5. USE OBJECTIVE CRITERIA

- Prepare independent standards
(e.g. market value, precedent)
- Put reasons first, price later

6. DEVELOP YOUR BATNA

- Best Alternative To a Negotiated Agreement
- Develop yours, estimate theirs

7. BUILD A GOLDEN BRIDGE

- Satisfy unmet needs
- Build on their ideas
- Imagine their victory speech