## Analytical Table of Contents

### I. GETTING READY

**Overview: Breaking Through Barriers to Cooperation**

Joint Problem-Solving

**Five Barriers to Cooperation**

- Your reaction
- Their emotion
- Their position
- Their dissatisfaction
- Their power

**The Breakthrough Strategy**

**Prologue: Prepare, Prepare, Prepare**

**Mapping Out the Way to Agreement**

1. **Interests**
   - Figure out your interests
   - Figure out their interests

2. **Options**

3. **Standards**

4. **Alternatives**
   - Identify your BATNA
   - Boost your BATNA
   - Decide if you should negotiate
   - Identify their BATNA

5. **Proposals**
   - What do you aspire to?
   - What would you be content with?
   - What could you live with?

**Rehearse**

**Preparing to Navigate**

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II. USING THE BREAKTHROUGH STRATEGY

1. Don’t React: GO TO THE BALCONY

Three Natural Reactions
   - Striking Back
   - Giving In
   - Breaking Off

The Dangers of Reacting

Go to the Balcony

Name the Game
   - Three kinds of tactics
     - Stone walls
     - Attacks
     - Tricks
   - Recognize the tactic
   - Know your hot buttons

Buy Time to Think
   - Pause and say nothing
   - Rewind the tape
   - Take a time-out
   - Don’t make important decisions on the spot

Don’t Get Mad, Don’t Get Even, Get What You Want

2. Don’t Argue: STEP TO THEIR SIDE

Listen Actively
   - Give the other side a hearing
   - Paraphrase and ask for corrections

Acknowledge Their Point
   - Acknowledge their feelings
   - Offer an apology
   - Project confidence
Agree Wherever You Can
   Agree without conceding
   Accumulate yeses
   Tune in to their wavelength

Acknowledge the Person
   Acknowledge their authority and competence
   Build a working relationship

Express Your Views—Without Provoking
   Don’t say “but,” say “yes…and”
   Make “I” statements, not “you” statements
   Stand up for yourself
   Acknowledge differences with optimism

Create a Favorable Climate for Negotiation

3. Don’t Reject: REFRAME
To Change the Game, Change the Frame

Ask Problem-Solving Questions
   Ask “Why?”
   Ask “Why not?”
   Ask “What if?”
   Ask “What makes that fair?”
   Make your questions open-ended
   Tap the power of silence

Reframe Tactics
   Go around stone walls
      Ignore the stone wall
      Reinterpret the stone wall as an aspiration
      Take the stone wall seriously, but test it

Deflect attacks
   Ignore the attack
   Reframe an attack on you as an attack on the problem
   Reframe a personal attack as friendly

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Reframe past wrongs to future remedies
Reframe from “you” and “me” to “we”

Expose tricks
Ask clarifying questions
Make a reasonable request
Turn the trick to your advantage

Negotiate About the Rules of the Game
Bring it up
Negotiate about the negotiation

The Turning Point

4. Don’t Push: BUILD THEM A GOLDEN BRIDGE

Obstacles to Agreement
Not their idea
Unmet interests
Fear of losing face
Too much too fast

Build a Golden Bridge

Involve the Other Side
Ask for and build on their ideas
Ask for constructive criticism
Offer them a choice

Satisfy Unmet Interests
Don’t dismiss them as irrational
Don’t overlook basic human needs
Don’t assume a fixed pie
Look for low-cost, high-benefit trades
Use an if-then formula
Help Them Save Face

Help them back away without backing down
  Show how circumstances have changed
  Ask for a third-party recommendation
  Point to a standard of fairness

Help write their victory speech

Go Slow to Go Fast

Guide them step by step
  Don’t ask for a final commitment until the end
  Don’t rush to the finish

Across the Bridge

5. Don’t Escalate: USE POWER TO EDUCATE

Use Power to Educate

Let Them Know the Consequences

  Ask reality-testing questions
    “What do you think will happen if we don’t agree?”
    “What do you think I will do?”
    “What will you do?”
  Warn don’t threaten
  Demonstrate your BATNA

Use your BATNA, Defuse Their Reaction

  Deploy your BATNA without provoking
    Use the minimum power necessary
    Use legitimate means

Neutralize their attacks

Tap the third force

  Build a coalition
  Use third parties to stop attacks
  Use third parties to promote negotiation
Keep Sharpening Their Choice
   Let them know they have a way out
   Let them choose
   Even when you can win, negotiate

Forge a Lasting Agreement
   Keep implementation in mind
      Design the deal to minimize your risks
      Build in a dispute resolution procedure
   Reaffirm the relationship

Aim for Mutual Satisfaction, Not Victory

III. TURNING ADVERSARIES INTO PARTNERS

Conclusion: TURNING ADVERSARIES INTO PARTNERS
A Salary Negotiation
A Hostage Negotiation

The Five Steps of Breakthrough Negotiation
1  Go to the balcony
2  Step to their side
3  Reframe
4  Build them a golden bridge
5  Use power to educate

From Adversaries to Partners

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