Getting to Yes

Fisher, Roger, William Ury. *Getting to Yes: Negotiating Agreement Without Giving In.*
Adapted by: the Rev. Carrie Schofield-Broadbent

1. Separate the People from the Problem

- Both Substance of Conflict and Relationship are important.
- The person/ people we're dealing with in conflict are beloved children of God.
    - Try to understand the others' point of view (and their maps)
    - Put yourself in their shoes
    - Don't deduce their intentions from your fears
    - Don't blame them for your problem.
    - Make sure your proposals are consistent with their values and maps
- Recognize your emotions and theirs
    - Acknowledge them as legitimate
    - Allow for "letting off steam"
    - Don't react out of emotion.
- Use Good Communication Skills
    - Active Listening
    - Speak to be understood
    - Use "reports". Be careful about inferences. Avoid judging language
    - Speak about yourself (not them). "I statements"

2. Focus on Interests, Not Positions

- Interests define the problem
    - Behind opposed positions lie shared and compatible interests as well as conflicting ones
    - Identifying Issues:
        - Ask Clarifying Questions:
            - Why? & Why not?
            - What would that do for you?
            - How would that work?
- Realize that each side has multiple interests
- The most powerful interested are basic human needs
- Acknowledge interests as part of the problem
- Look forward, not backward
- Be concrete but flexible
- Be hard on the problem, soft on the people

3. Invent Options for Mutual Gain

- When serving as a third party in a dispute, remember:
    - it's best for the people in conflict to come up with their own solutions
- Avoid Pitfalls:
    - Premature Judgment
        - Try to suspend your inner critic for a time
    - Searching for a Single Answer
        - Don't stop brainstorming ideas until they've run out.
    - The Assumption of a "fixed pie" (that options are limited)
- Separate Inventing (options) from deciding
    - Set the stage for brainstorming
    - Look for Mutual Gain
        - Identify shared interests
        - Dovetail differing interests

4. Insist on Using Objective Criteria

- Fair Standards
- Fair Procedures
- Reason and be Open to Reason
- Don't yield to pressure