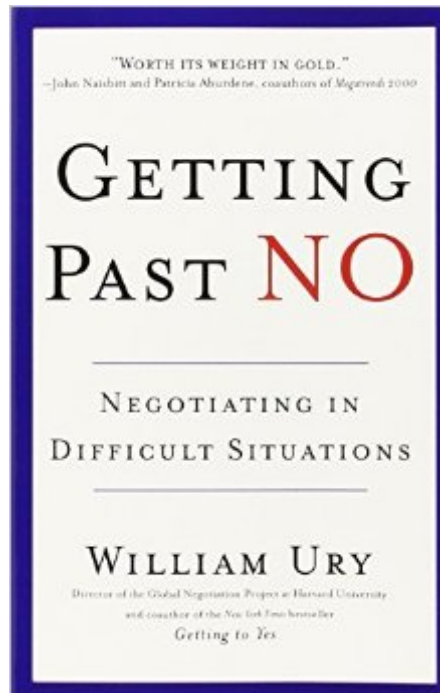


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# Getting Past No: Negotiating In Difficult Situations



## Synopsis

We all want to get to yes, but what happens when the other person keeps saying no? How can you negotiate successfully with a stubborn boss, an irate customer, or a deceitful coworker? In *Getting Past No*, William Ury of Harvard Law School's Program on Negotiation offers a proven breakthrough strategy for turning adversaries into negotiating partners. You'll learn how to:

- Stay in control under pressure
- Defuse anger and hostility
- Find out what the other side really wants
- Counter dirty tricks
- Use power to bring the other side back to the table
- Reach agreements that satisfies both sides' needs

*Getting Past No* is the state-of-the-art book on negotiation for the twenty-first century. It will help you deal with tough times, tough people, and tough negotiations. You don't have to get mad or get even. Instead, you can get what you want!

## Book Information

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## Customer Reviews

I have read extensively on negotiation, including everything written by folks affiliated with the Harvard Negotiation Project. I think that *Getting Past No* is the best of all the books. Its conciseness is deceptive. The concepts expressed are profound. For example, I cannot count the number of clients to whom I have explained the concept of BATNA (best alternative to a negotiated agreement, i.e. what you do if the negotiations fail) before we head into a session of mediation or other negotiation. I have reread this book several times at widely spaced intervals and have found it better than I remembered each time. I think this particular book is also much more helpful to those who participate in negotiations that are less structured than labor or arms negotiations that are

highly choreographed than was Getting to Yes, which at times seemed to assume that all players in the negotiation would be using the same text.

In his superb book, William Ury builds on the principals first put forth in his first book with Roger Fisher, "Getting To Yes." In "Getting Past No" Ury discusses the nuances and niceties of negotiating using a joint problem solving approach which is "interest based" rather than being "rights based" or "power based." Ury explains that the challenge is to convert a confrontational situation to a cooperative creative problem solving process, that integrates the parties in a negotiation into a cooperative mode, that results in the best long term agreements. The specific wonder of this book, is its focus on what to do, when you don't know how to get past a problem. Ury calls his method the "Breakthrough Strategy" and is virtually totally as applicable for mediators as it is for negotiators. In fact, several times, Ury mentions that a mediator may assist the process. Simply put, Ury contends that there are basically 5 things that one needs to do to preserve smooth negotiations and to break through an impasse if it occurs. He calls these 'steps' by the following designations: "Go To The Balcony", "Step To Their Side", "Reframe", "Build Them A Golden Bridge" and "Use Power To Educate." These simple concepts are extremely useful tools for negotiators and mediators alike. There is no disappointment in this book. The approach and the writing style are just superb. Once again, the Harvard Group, especially William Ury, have produced a book that anyone can gain from and is almost a must for those in dispute resolution and negotiation on a day to day basis.

I think "Getting to Yes" is the best book on negotiation in the market. It sets the outline. "Getting Past No" shows how to win difficult partner over the way you think. As in "Getting to Yes", Ury uses successfully a 5 step method for his method called "breakthrough negotiation". 1) Don't react 2) Disarm them 3) change the game 4) Make it easy to say YES 5) Make it hard to say NO 5 excellent steps in winning over a reluctant negotiation partner. Simple and clear steps that can have a great impact. Getting Past No stands on its own. You don't need to have read Getting to Yes to understand and appreciate this one. Only do I love to go back to the basics of negotiation over and over, and there is for me no supplement to Getting to Yes.

Sometimes I'm tempted to tell people to bypass Getting to Yes and just go straight to this spin-off. It imparts the same essence of mutual-gains negotiation, and additionally includes lessons in good basic strategy for dealing with others' negotiation tactics, tricks, and attacks. While Getting to Yes gives you the foundation of principle-centered negotiation, this book focuses on what to do when

that principle-centered negotiation breaks down due to the other side's deceitful, confused, or just plain difficult behavior. If this were a sales book, it would be called something like "Dealing with Sales Objections," but as a negotiation book, it's even more effective: It addresses ways of identifying and dealing with common barriers we all face when trying to strike deals. Getting Past No has the same concise, pithy style as Getting to Yes, which makes the tactics sound a lot simpler than they prove to be when you try to put them into practice. But as an analysis of difficult negotiation and as a general roadmap to the land of "Don't get mad, don't get even, get what you want!", it really can't be beat.

This is the next book to read after you've practiced the basic steps of Getting to Yes, for when the other person keeps saying "no." It helped me deal with really fuming, intransigent or deceitful behaviors of others, with specific techniques to:

- \* Defuse anger, hostility or defensiveness
- \* Control my own responses during hot moments
- \* Find out what people really want
- \* Deepen inquiry into assumptions

The five steps here go even further than the first book:

- 1) Don't react: Go to the balcony (name the game; buy time to think; etc.)
- 2) Disarm them: Step to their side (paraphrase feelings too; agree without conceding; say "Yes, and")
- 3) Change the game: Don't reject; reframe (ask "What makes that fair?"; reinterpret, deflect or expose; negotiate the rules of the game; etc.)
- 4) Make it easy for them to say yes: Build them a golden bridge (involve the other; help them save face; go slow to go fast; etc.)
- 5) Make it hard to say no: Bring them to their senses, not their knees (use power to educate; use the minimum power necessary; let them choose; etc.)

It's really funny to me to reread these ideas, as I forget them all the time. For ex.: I constantly say "But," because it seems to get attention. But instead saying "Yes, and" would create so much less unneeded friction. I'd grade this a B+.

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Dealing With Difficult People: Get to Know the Different Types of Difficult People in the Workplace and Learn How to Deal With Them (How To Win People, How To Influence People)  
Difficult Conversations Just for Women: Kill the Anxiety. Get What You Want. (Similar to Difficult Conversations: How to Discuss What Matters Most and to Crucial Conversations but tailored for women)  
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