

Student's Name

Date

Course Name and Number

Instructor's Name

Getting To Yes: Negotiating Agreement Without Giving In

Biography

Bruce Patton (Editor)

Born in 1920, he co-founded Vantage Partners LLC in 1997, while serving in several cases of conflict management. A lecturer at the Harvard law school, Patton teaches negotiation. Ostensibly, his background in the subject inspired him to take an active role in this edition.

Roger Fisher (Author)

Born in 1922, Fisher grew to become a law professor and an professional in conflict resolution, particularly playing a major role in drafting the Camp David treaties between Israel and Egypt. Over the years of his career, the professor utilized his can-do approach to problem-solving in a wide array of disputes globally, from the conflict in el Salvador to Iran. Appreciating that the universe is vast, Fisher wrote the book to crown his crisis resolution efforts and emphasize the significance of negotiation.

William Ury (Author)

Born in 1930, he later became the co-founder of Harvard negotiation initiatives and a leading global expert in crisis management. Currently, he is Harvard Negotiation Project's Distinguished Senior Fellow. Previously, he served in dispute resolution committees that saw the end to various stalemates including ethnic conflicts in the Middle East, the coalmine boycotts in Kentucky, and the Balkans. Writing, this book, Ury was motivated by the need for a world of tranquility where diplomacy is used to solve common world problems.

Summary of the Book

The manuscript encases steps to create a win-win in a predicament to enable negotiating parties to reach mutually agreeable resolutions. Acknowledging that some people are more

endowed than others in concession skills, some may become disruptive in their bid to create beneficial outcomes (Fisher, R., & Ury, 1983). Offering suggestions on how to downplay negotiation hurdles, the authors outline four steps, including detaching parties from the problem, focusing on interests and not biases, creating alternatives for mutual gain, and maintaining objective criteria. Apart from these tenets, the writers assert that negotiators must appreciate their options to avoid accepting worst-case scenarios. In this way, individuals can manage the disparities in power and produce tenancies that underwrite the marginal. Overall, the principle of negotiation fronted by Fisher and Ury allows fairness as well as mutual benefit to sustain relationships.

Conflict Concepts

While reviewing the book, I noted two major conflict concepts. In the first place, inventing alternatives for mutual gain allows parties to satisfy the interest of all stakeholders in the best ways possible. By inventing options, both sides can benefit from outcomes that are less likely to collapse upon deployment. The reasoning here is that scrambling over original positions presumes winners and losers in the process of conciliation; hence, creating a larger pie for the divided sections. The second tenet is to focus on interests and not biases. In a bid to counter assertions from opponents, negotiating parties assume stringent and biased positions. In fact, this is often decided from the outset even as interests, fear, hope, and motivations lace such moves. With the focus on interest, negotiations grant people the opportunity to only deliver meaning and value but devise more durable resolutions.

Application of Concepts to Leadership

The concepts learnt in the book are useful in my future leadership. To begin with, Fisher, Ury, and Patton's calculated delay, lock-in tactics, learning from doing, winning, and take it or

leave it enable confronting either side with firm choices. As an aspiring leader, I would like to remain assertive. The five concepts presented by the three authors are powerful in assuming authority even as I strive to solve conflicts in my future organization. On the other hand, the principles in the book coincide with those found in Scudder, Patterson and Mitchell's "Have A Nice Conflict," which outlines five key principles of resolution, namely, anticipating, preventing, identifying, managing, and resolving. Using these ideas, I understand that cooperation is a process that entails practical comprehension of how the crisis prevailed in the first place (Scudder, Patterson, & Mitchell, 2012). Such a procedural approach investigates the various phases and offers steps to diffuse the situation. Again, Stone, Patton, and Heen provide five useful tools in difficult conversations, including making it safe to talk, listening, adopting the yes stance, leaning to separate impact from intent, and focusing on contributions. A powerful leadership toolkit, the principles in the book present the significance of evaluating the complexities in compelling situations and acknowledging contrasting viewpoints (Stone, Patton & Heen, 2010). Such ideas are important for my future position as a leader as I will endeavor to be a mediator when different teams have contradictory views on a subject.

Overall, while Ury and Fisher's book is not analytical and rigorous, its informative and anecdotal stance adds to the fundamental acknowledgement of negotiation procedures. Highlighting the need for transformation in general dispute resolution, it highlights the inherent flaws in day to day negotiation processes. As it emerges, the authors assert that behind opposing positions lie compatible interests, which are only identifiable through amicable determination mechanisms. Many times, people assume the fact that their positions are different from others means that the interests are also incompatible. However, in case their intention is to alleviate the

rent, then optimization of interests prevail. In many negotiation scenarios, scrutiny of underlying interests reveals several shared values that are compatible to the opposing ones.

References

- Fisher, R., & Ury, W. (1983). *Getting to yes: Negotiating agreement without giving in*. Penguin Books.
- Scudder, T., Patterson, M., & Mitchell, K. (2012). *Have a Nice Conflict: How to Find Success and Satisfaction in the Most Unlikely Places*. Jossey-Bass.
- Stone, D., Patton, B., & Heen, S. (2010). *Difficult Conversations: How to Discuss What Matters Most*. Penguin Books.