

Contents

Preface to the Third Edition	ix
Preface to the Second Edition	xv
Acknowledgments	xix
Introduction	xxv
<hr/>	
I THE PROBLEM	1
1 Don't Bargain Over Positions	3
<hr/>	
II THE METHOD	17
2 Separate the People from the Problem	19
3 Focus on Interests, Not Positions	42
4 Invent Options for Mutual Gain	58
5 Insist on Using Objective Criteria	82
<hr/>	
III YES, BUT ...	97
6 What If They Are More Powerful? (DEVELOP YOUR BATNA— BEST ALTERNATIVE TO A NEGOTIATED AGREEMENT)	99
7 What If They Won't Play? (USE NEGOTIATION JUJITSU)	109
8 What If They Use Dirty Tricks? (TAMING THE HARD BARGAINER)	131
<hr/>	
IV IN CONCLUSION	147
<hr/>	
V TEN QUESTIONS PEOPLE ASK ABOUT GETTING TO YES	151
Analytical Table of Contents	195
A Note on the Harvard Negotiation Project	203