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Book Report

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**Negotiating In**

About the Author  
Step 1: Go to the  
balcony (Don't  
react) - Keep your

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eyes on the prize o  
Identify your  
interests o Identify  
your BATNA o...

Step 2: Step to  
their side (Disarm  
them) - Listen  
actively o Give  
your opponent a  
hearing o  
Paraphrase and ask  
for... Step 3: Don't  
reject....reframe  
(Change ...

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by William Ury.  
Whether you are  
negotiating with

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your boss, a  
hostage-taker, or  
your teenager, the  
basic principles  
remain the same.

In summary, the  
five steps of  
breakthrough  
negotiation are: 1.  
Go to the Balcony.  
The first step is not  
to control the other  
person's behavior.

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**Getting Past No -  
The Five Steps of  
Breakthrough  
Negotiation**

The 5 Steps of  
Getting Past No.  
William Ury lists  
five major steps for  
dealing with  
difficult  
negotiations, and  
they are: Go to the  
Balcony: To control  
their poor behavior

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you must control  
your own. Take a  
break when things  
are getting intense  
instead of giving in  
or  
counterattacking.  
or find an excuse  
to take a break

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In *Getting Past No*,  
William Ury of  
Harvard Law

School's Program  
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offers a proven  
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intransigent  
opponent. There  
are usually reasons

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William Ury

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**Summary of  
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Agreement Without  
Giving In is a best-  
selling 1981 non-  
fiction book by  
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William L. Ury. In  
Subsequent  
editions in 1991  
and 2011 added  
Bruce Patton as co-  
author. All of the  
authors were  
members of the  
Harvard  
Negotiation Project.  
The book made  
appearances for  
years on the  
Business Week

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bestseller list. The book suggests a method called principled negotiation or "negotiation of merits".

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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!

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negotiating in  
difficult situations  
written by william l  
ury first published  
in september 1991  
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