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# Getting to Yes Summary PDF Cheatsheet —

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### **? 1. See the People: Principled Negotiation is about working side-by-side to fulfill everyone's interests**

Principled Negotiation starts with a commitment to solve everyone's problems in the agreement, rather than feeling like we're working against them. This requires moving past the idea of negotiating between two opposing positions.

### **? 2. Listen for Needs: Underneath people's words and their "position," you can find their real interests**

Listen with care to find the real interests and needs of the people involved. These are the driving force beneath their stated positions. Listen for basic needs like for safety, hidden obstacles to execution, and shared interests (or differing interests) that may reveal surprising opportunities for cooperation.

### **? 3. Expand the Pie: Brainstorming alternative agreements that meet everyone's needs better**

Instead of fighting over a limited pie of two opposing positions, we can expand the pie so everyone gets more. First host a brainstorming session when you invent many creative ideas for ways to meet everyone's needs better, without criticism. Later refine the best ideas into something realistic.

### **? 4. Find Fair Standards: Resolving disputes by pointing to objective measures and pre-existing examples**

To resolve disagreements fairly, don't compromise between positions, but point towards outside standards. These can include past examples like how similar negotiations were done, or accepted traditions and norms. It could also mean objective market data, or deferring to an impartial expert's judgment.

### **? 5. Gain Leverage With Options: Finding better alternative deals gives you confidence to walk away**

Determine your BATNA, or best alternative agreement. This gives you confidence to walk away from a bad deal, or lets you know if you should accept a poor deal when your alternatives are worse. If your alternatives are great, then you can let them know because that can give you leverage and power.

**This is just a sample!**

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