



SOFT

Participants are friends.

The goal is agreement.

Make concessions to cultivate the relationship.

Be soft on the people and the problem.

Trust others.

Change your position easily.

Make offers.

Disclose your bottom line.

Accept one-sided losses to reach agreement.

Search for the single answer: the one they will accept.

Insist on agreement.

Try to avoid a contest of will.

Yield to pressure.

HARD

Participants are adversaries.

The goal is victory.

Demand concessions as a condition of the relationship.

Be hard on the problem and the people.

Distrust others.

Dig in to your position.

Make threats.

Mislead as to your bottom line.

Demand one-sided gains as the price of agreement.

Search for the single answer: the one YOU will accept.

Insist on your position.

Try to win a contest of will.

Apply pressure.

PRINCIPLED

Participants are problem-solvers.

The goal is a wise outcome reached efficiently and amicably.

Separate the people from the problem.

Be soft on the people, hard on the problem.

Proceed independent of trust.

Focus on interests, not positions.

Explore interests.

Avoid having a bottom line.

Invent options for mutual gain.

Develop multiple options to choose from; decide later.

Insist on using objective criteria.

Try to reach a result based on standards independent of will.

Reason and be open to reasons; yield to principle, not pressure.

Getting to Yes: Negotiating Agreement Without Giving in;
Roger Fisher, William Ury, and Bruce Patton, 1991