What if they won’t play?

What is “negotiation jujitsu?”
Fisher and Ury use this term to describe a method of negotiating which is intended to turn the other side’s strength to your ends. In essence, do not react to their attacks, but sidestep them and use them to deflect against the problem.

How would the principled negotiator deal with the opposing side’s attack?
Typically, their attack will consist of these maneuvers: asserting their position forcefully, attacking your ideas, and attacking you. Reacting to these and attacking back often leads to no resolution. Fisher and Ury outline the ways in which a principled negotiator can deal with these attacks:
- Don’t attack their position, look behind it.
- Don’t defend your ideas, invite criticism and advice.
- Recast an attack on you as an attack on the problem.
- Ask questions and pause.

What is the “one-text method” that is discussed by the authors?
The one text method is a way for the principled negotiator to bring both sides into an agreement while limiting the number of decisions to be made and reducing the number of concessions by each side. This method looks at the ideas of both sides rather than forcing concessions and locking each side further into their positions, and invites criticism as a positive way of reaching agreement.
What do the authors see in the analysis of the example case at the end of the chapter?
The case at the end of the chapter contains an example of a principled negotiator seeking to get back unfairly charged money from his landlord. The authors analyze the case and discuss this person’s merits in dealing with the landlord; they draw the following advice from this negotiation:

- Be open to the persuasion by objective facts and principles, i.e., do not forcefully assert anything while being unsure that it is factually valid.
- Showing personal support for the other side is a good way to detach relationships from the negotiation
- Take a basic stand on principle, and be open to persuasion along the lines of this principle
- Do not react to attacks, no matter how harsh; instead, clarify your position and inform the other side of your principles again.
- Remain firm on principle, and be wary of irrelevant ploys that are brought in by the other side.
- Ask questions when possible rather than firmly asserting facts; this forces the other side to participate and listen and thereafter accept and/or correct information that is presented by you.
- Ask the other side reasons for their positions in an objective manner
- Reassert the positions of the other side so as to ensure to them that they are being understood properly.
- Avoid making decisions on the spot; if possible come back to negotiating later. Negotiating too long can break one’s resolve and often it becomes difficult to stick to principles after long periods of time.
- Present your reasons first before offering a proposal, so as to show that you are open to persuasion while showing that your principles are not arbitrary.
- Offer a solution that is fair and open
- Inform the other side of the alternatives – which in this case happened to be mutually dissatisfying; doing so without being overbearing will help make it easy for the other side to say yes.
- Incorporate the other side’s interests in the agreement, so that they may have stake in it too.
- End on a conciliatory note, so as to maintain a working relationship for the future.