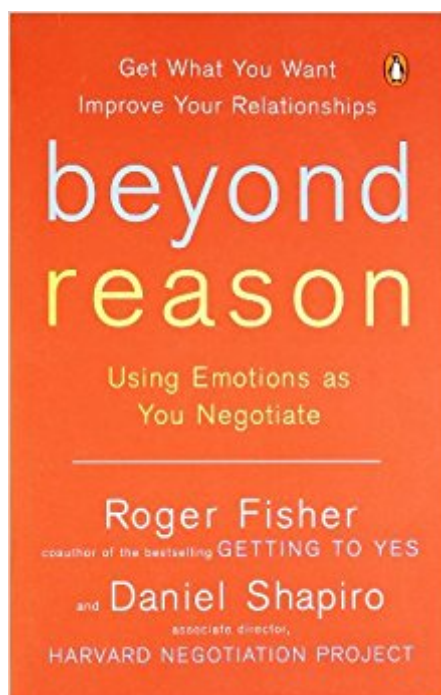


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# Beyond Reason: Using Emotions As You Negotiate



## Synopsis

“Written in the same remarkable vein as *Getting to Yes*, this book is a masterpiece.”  
• Dr. Steven R. Covey, author of *The 7 Habits of Highly Effective People* • Winner of the Outstanding Book Award for Excellence in Conflict Resolution from the International Institute for Conflict Prevention and Resolution  
• In *Getting to Yes*, renowned educator and negotiator Roger Fisher presented a universally applicable method for effectively negotiating personal and professional disputes. Building on his work as director of the Harvard Negotiation Project, Fisher now teams with Harvard psychologist Daniel Shapiro, an expert on the emotional dimension of negotiation and author of *Negotiating the Nonnegotiable: How to Resolve Your Most Emotionally Charged Conflicts*. In *Beyond Reason*, Fisher and Shapiro show readers how to use emotions to turn a disagreement—big or small, professional or personal—into an opportunity for mutual gain.

## Book Information

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## Customer Reviews

“Written in the same remarkable vein as *Getting to Yes*, this book is a masterpiece.”  
• Dr. Steven R. Covey, author of *The 7 Habits of Highly Effective People* •  
“Powerful, practical advice. It will put your emotions to good use.”  
• Archbishop Desmond Tutu •  
“A must read for anyone who negotiates—which is to say for all of us.”  
• Elena Kagan, Associate Justice of the Supreme Court of the United States; former dean of Harvard Law School; and former associate counsel to the president •  
“A brilliant guide . . . Anyone who faces a difficult

conversation, let alone a formal negotiation, can use this as a guidebook. — Daniel Goleman, author of *Emotional Intelligence* — “Destined to take its place alongside *Getting to Yes* on innumerable bookshelves around the world. — Howard Gardner, Harvard University — “An indispensable real-world guide for anyone. Roger Fisher and Daniel Shapiro have brilliantly detailed a methodical system for moving emotions in a constructive direction. The NYPD Hostage Negotiation Team faces some of the most high-stakes decisions every day. We regularly apply the skills of *Beyond Reason* to create the straightforward dialogue that resolves the vast majority of our hostage negotiations. — Lt. Jack J. Cambria, commanding officer, NYPD Hostage Negotiation Team — “As the prosecutor of the International Criminal Court, I have to apply law to the world’s most serious crimes. A real challenge is how to deal with people’s emotions and to maximize the constructive impact of our work. *Beyond Reason* provides essential tools to understand how to develop solutions to even the most serious problem. — Luis Moreno-Ocampo, chief prosecutor, International Criminal Court — “The perfect follow-up to *Getting to YES* . . . The book is both profound and easy to read, based on a wide range of research and firsthand experience in negotiation. There is no interaction setting — public, professional, or personal, local, or international — where its recommendations will not be applicable. — Elise Boudling, Dartmouth College — “*Beyond Reason* is exactly what we need now: a lucid, systematic approach to dealing with emotions, infused with a practical wisdom that will help you understand, enrich, and improve all your negotiations — and all your relations with fellow human beings. — Leonard L. Riskin, director, Center for the Study of Dispute Resolution, University of Missouri-Columbia — “The resurgence of interest in emotions has broadened the impact of research on brain and behavior. *Beyond Reason* takes this to a new level, showing how emotions can positively and negatively affect the way managers and other negotiators approach their goals. — Joseph LeDoux, author of *Anxious, The Emotional Brain, and The Synaptic Self* — “Masters of diplomacy, Fisher and Shapiro of the Harvard Negotiation Project, build on Fisher’s bestseller (he coauthored *Getting to YES*) with this instructive, clearly written book that addresses the emotions and relationships inevitably involved in negotiation. — Publishers Weekly (starred review) — “This is one of those unusual works that is so carefully constructed and written that you may find yourself praising its common sense and nodding easily in concurrence. . . . It is a book to reflect upon and that belongs on every negotiator’s reference shelf. — The Negotiator Magazine — “In this valuable, clearly written book,

the authors say good negotiations – in business as well as in personal or family situations – hinge on respect for others, but also respect for your own feelings. – USA Today

Roger Fisher is the Samuel Williston Professor of Law Emeritus, Director of the Harvard Negotiation Project, and the founder of two consulting organizations devoted to strategic advice and negotiation training. Daniel Shapiro, Associate Director of the Harvard Negotiation Project, teaches negotiation at Harvard Law School and in the psychiatry department at Harvard Medical School/McLean Hospital.

This book is sure to be a classic. It offers concise tools to help you deal with other people's emotions (and your own). As the authors note, many of us see the emotional world as being too fuzzy and complicated. But in *Beyond Reason*, Fisher and Shapiro have simplified things for the better. I've been able to use their five concepts right away in my own life: In my own business, I've put these ideas to practice. They work. And I have already used the advice on affiliation and appreciation to improve my relationship with my kids.

Found the writing to be very interesting, and applicable in many situations in life. Definitely a book I won't mind re-reading again in the future. I recommend it to others often as a good book for personal growth.

Roger Fisher and Daniel Shapiro in their book "*Beyond Reason: Using Emotions as You Negotiate*," give practical examples and tips for how to use, control and decipher emotions in the context of negotiations. The application of their theories to their own experiences roots this narrative in truth and practicality. Throughout this book the authors examine how emotions might change the approach to and experience of negotiation preparation, identification of bargaining alternatives, application of ethics and resolution of conflicts. Fisher and Shapiro believe that emotions will and should always be present at the negotiation, but a negotiator should not waste her time interpreting all emotions but rather work to figure out how the emotion tie back to core concerns. These core concerns include: appreciation, affiliation, autonomy, status, and role. I liked that the authors brought examples of formal negotiations and everyday negotiations to show how the identification of emotion is less important than the identification of core concerns to the resolution of a disagreement and the longevity of relationships. The book is an easy read, and the authors have organized it so

that it is easily referenced as needed

great

this book is interesting in that the authors assert that in conflict people are usually lacking in one of their "core" needs/values and if you can just figure out which one it is you can solve many problems. It seems a little idealistic but also partly true if you listen to a lot of the grumbling that goes on in your work place you'll probably hear something that can be traced back to an idea in the book.

Excelent book

If we would pay more attention to the common core concerns we all share, everyday life would be much more productive. These thought processes are vitally important, I wish I had read this book years ago.

Excellent examples, easy to read. Will use information in leadership training, training on emotional intelligence and also will use as discussion points with behavior disabled students. Great information.

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