

Books by Roger Fisher

Fisher, Roger, ed. *International Conflict and Behavioral Science: The Craigville Papers*. New York: Basic Books, 1964. 290 pages.

This book contains essays contributed by a group of well-known behavioral scientists, including Anatol Rapoport, Kenneth Boulding, Morton Deutsch, and Amitai Etzioni. With an assumption that conflict inevitably occurring in any social interaction can be managed either constructively or destructively, each contributor examines some factors affecting decision makers in international conflict situations, formulates propositions concerning changes which ought to be made in handling international conflict, and suggests the way of bringing about such changes.

Fisher, Roger. *International Conflict for Beginners*. New York: Harper & Row, 1969. 231 pages. (Published in the U.K. as *Basic Negotiation Strategy*.)

International Conflict for Beginners offers step-by-step guidelines for conducting international affairs in the face of conflict. Chapters cover such topics as thinking about the other side's decision; giving the opponent a "yesable" proposition; asking for a different decision; making the most of legitimacy; getting help from law and legal institutions; and understanding what an outsider can do to help solve a conflict. In an appendix, the author offers a memorandum with attached drafts concerning the Middle East conflict to demonstrate the approach suggested in the main text.

Fisher, Roger. *Dear Israelis, Dear Arabs: A Working Approach to Peace*. New York: Harper and Row, 1972. 166 pages.

Documenting a year-long intervention effort, this book offers an extended example of the Fisher approach in action with the Middle East as focus.

Fisher, Roger. *International Crises and the Role of Law: Points of Choice*. Cambridge, U.K.: Oxford University Press, 1978. 89 pages.

Capstone to a series of case studies on international crises edited by Fisher, this book lays out a simple and profound theory of ends and means in conflict and illustrates how law and especially international law can be used to further each of a nation's ends. Fisher analogizes to a poker player in arguing that any party to a conflict has three categories of interests to weigh: victory (getting what they want in this situation), power (preserving and enhancing their ability to get what they want in the future), and peace (creating and strengthening stable and sensible norms and "rules of the game" that reduce transaction costs and maximize value over time). As to means, he argues for functional rather than descriptive definitions, noting that the same resources can be used more or less successfully with fundamentally different theories of change, but that clear thinking about that increases the odds of success. He posits three ways to achieve a goal: "self-help" (doing it yourself or physically imposing an outcome through proxies you control), "influence" (offering incentives, disincentives, and/or narratives and/or changing the ask in a way that shifts another party's choice), and "education" (doing or saying things that change another party's perspective or world view in a way that leads them to change their behavior).

Fisher, Roger with William L. Ury. *International Mediation: A Working Guide — Ideas for the Practitioner*. Draft Ed. Cambridge, MA: Harvard Negotiation Project, 1978. 159 pages.

This handbook for intervention offers an enormous variety of strategies for helping resolve conflicts organized around three core diagnoses of what might be getting in the way: people, inventing, and deciding

problems. People problems may be rooted in perceptions, attitudes, motivations, emotions, and communication. “Inventing” problems focus on ways that substantive creativity can often bridge seemingly impossible gaps. Finally, the section on “deciding” problems explores how the *process* of negotiation can hinder or help progress — leading parties to harden their positions and offer each other unacceptable choices or work together to explore and develop more creative and mutually satisfying opportunities.

Fisher, Roger and William L. Ury with Bruce Patton, Editor. *Getting to YES: Negotiating Agreement Without Giving In*. Boston: Houghton Mifflin, 1981. (Paperback published by Penguin Books, New York, 1983.) 162 pages.

Getting to YES offers a step-by-step guide on how to reach agreement in any kind of conflict. Written in clear and concise language, it uses many examples to illustrate the approach. Chapters are devoted to key points, including: focusing on interests rather than positions; separating the people from the problem; inventing options for mutual gain; insisting on using objective criteria; developing your "BATNA" (Best Alternative to a Negotiated Agreement); and dealing with "dirty tricks" in negotiation. Translated into more than 35 different languages, Getting to YES remains a bestseller and the most popular book on negotiation ever published.

Fisher, Roger, William L. Ury, and Bruce Patton, 2nd Ed. New York: Penguin Books, 1991. 200 pages.

The tenth anniversary edition includes an entirely new section titled, "Ten Questions People Ask about Getting to YES." The questions address such topics as: fairness and principled negotiation; dealing with someone who seems to be irrational or who has a different negotiating style; tactics and how to move from inventing options to making commitments; and the role of power in negotiation. The main text has been lightly updated and clarified.

Fisher, Roger, William L. Ury, and Bruce Patton, 3rd Ed. New York: Penguin Books, 2011. 240 pages.

The third edition of *Getting to YES* includes new and updated examples, and modest revisions of the text to incorporate or reference ideas that have been elaborated by the authors since its original publication.

Fisher, Roger. *Improving Compliance with International Law*. Charlottesville, VA: University of Virginia Press, 1981. 370 pages.

In this book Fisher argues that the traditional law enforcement model of enforcing compliance with law through force and sanctions is often less helpful in affecting the behavior of nations than the more influence-based model of how the U.S. federal government deals with alleged unconstitutional behavior by states. Chosen as “Book of the Year” by the American Society of International Law, the ideas presented have since been used successfully in numerous international crises.

Fisher, Roger and Scott Brown. *Getting Together: Building Relationships as We Negotiate*. Boston: Houghton Mifflin, 1988. (Paperback edition published by Penguin Books, New York, 1988.) 216 pages.

Getting Together argues that the outcomes of negotiations depend not only on negotiation skills but also on our relationship with our negotiating partners. It argues that a good relationship is not and should not be contingent on agreement, but rather is determined by how the parties deal with inevitable differences. This book offers guidelines on how to build and maintain a relationship that can deal well with differences — whether between individuals, businesses, groups, or nations. It suggests and elaborates a tactical approach that

is “unconditionally constructive” — do those things that are both good for the relationship and good for oneself, whether or not the other side reciprocates.

Fisher, Roger, Elizabeth Kopelman, and Andrea Kupfer Schneider. *Beyond Machiavelli: Tools for Coping with Conflict*. Cambridge, MA: Harvard University Press, 1994. 151 pages. (Paperback published by Penguin Books, New York, 1996.)

The headlines of any daily newspaper make apparent that international conflicts are not handled as well as they could be. This how-to handbook offers a step-by-step introduction to the full Fisher toolbox for systematically tackling international conflicts from the hot and immediate to the persistent and complex. Instead of merely explaining why things happen, the authors ask how individuals can affect the way things work. While presented in the international context, the lessons apply to anyone involved with a difficult issue — from a teacher facing a meeting with a local school board to a corporate executive introducing a new management approach. Chapters include, among others, "look forward with a purpose"; "step into their shoes"; "focus on their choice"; "generate fresh ideas"; "formulate good advice"; and "help change the game."

Fisher, Roger and Danny Ertel. *Getting Ready to Negotiate: The Getting to YES Workbook*. New York: Penguin Books, 1995. 192 pages.

Getting to YES advises that the key to successful negotiation is good preparation. This workbook offers scores of easy-to-read exercises, charts, and other tools to help the readers prepare around each of the Harvard Negotiation Project’s seven elements of negotiation. Fisher and Ertel offer tips for both “sudden prep(ARATION)” and “priority prep,” as well as a full chapter on translating the preparation process into a successful negotiation.

Fisher, Roger, Andrea Kupfer Schneider, Elizabeth Borgwardt, and Brian Ganson. *Coping with International Conflict: A Systematic Approach to Influence in International Negotiation*, New York: Pearson, 1996. 304 pages.

This book covers ground similar to *Beyond Machiavelli*, but organized as a textbook and with additional material for use in a course.

Fisher, Roger and Alan Sharp with John Richardson. *Getting It DONE: How to Lead When You’re Not in Charge*. New York: Harper Business, 1998. 240 pages. (Published in the U.K. as *Lateral Leadership: Getting Things Done When Others Are in Charge*.)

Fisher, Sharp, and Richardson apply their negotiation expertise to multiparty settings and offer advice for how to proactively promote more productive process even when you lack authority (and without putting yourself at risk).

Fisher, Roger and Daniel Shapiro. *Beyond Reason: Using Emotions as You Negotiate*. New York: Viking, 2005 (paperback from Penguin Books, 2006). 256 pages.

Fisher and psychologist Daniel Shapiro share five emotional “core concerns” that motivate people and generate emotions: appreciation, affiliation, autonomy, status, and role, and explore how to use these concerns to generate helpful emotions in yourself and others.