Goal	• People want to be **understood** and **accepted.** 2 primal urges:
	  ○ Need to feel **safe & secure**
	  ○ Need to feel **in control**
	• **Listen intensely** → demonstrate **empathy** + show a **sincere desire** to better understand what the other side is experiencing

Prepare	• Goal: reveal **surprises** in the negotiation • Hypotheses vs. assumptions: Use negotiation to **test hypotheses** • Uncover as much information as possible (not battle of arguments) • Uncover what counterpart **actually needs** (money, emotional, otherwise) → get them **feeling safe** to talk more • Sole focus: the other person and what they have to say

Tone	• **Smile**
	• **Slow. It. Down**
	• Three voices:
	  ○ Late-night DJ voice: Use selectively to make a point. Inflect voice downward. Calm and slow. Creates aura of trustworthiness without triggering defensiveness
	  ○ Positive & playful: Default voice. Voice of easygoing & good natured person. Relax & smile while talking
	  ○ Direct / Assertive: Used rarely

Mirror	• **Repeat the last (or critical) 3 words** of what someone else has said • Insinuates similarity which facilitates bonding • Connectors because they help your counterpart connect thoughts
Mirror Process	1. Use Late Night FM DJ Voice 2. Start sentences with *I'm sorry…* 3. Mirror 4. **Silence**, at least 4 seconds to let mirror work it's magic 5. Repeat
Tactical Empathy	• Imagine myself in the counterpart's situation • **Recognize their perspective and vocalize that recognition** • Understand counterpart's feelings & hear what is behind those feelings • Bring my attention to the emotional obstacles to getting an agreement done • Look at **words**, **tone**, and **body language.** Spot changes and look for incongruences
Labels	• **Validate someone's emotion by acknowledging it** • *It seems like* _____. • *It sounds like* _____. • *It looks like* _____. • **Pause** to let the label sink in. Other party will fill in the silence • Every 4th verbalization should be a label
Neutralize the Negative	• Focus first on **clearing the barriers** to an agreement • Label fears to diffuse their power • *Look, I'm an asshole* Process: 1. Observe without reaction & judgement 2. Label each negative feeling 3. **Replace with a positive, compassionate & solution-based thought**
Accusation Audit	• List the worst things my counterpart can say about me first • Use labels to reinforce & encourage positive perceptions • Remove *I understand* from your vocabulary. Never use it

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Start with *No*	• Need to feel **in control** → get by saying *No*
	• Saying *Yes* makes people defensive
	• If I hear *No* →
	  ○ *What about this doesn't work for you?*
	  ○ *What would you need to make this work?*
	  ○ *It seems there's something here that bothers you?*
	• 3 types of **Yes**
	  ○ Counterfeit: *Yes* as an escape route (want to say *No*)
	  ○ Confirmation: Reflexive response question. Affirmation with no promise of action
	  ○ Commitment: True agreement that leads to action
	• Trigger a **No**: *Is now a bad time to talk?*
	• Might sometimes need to **force counterpart into a no**
	  ○ Intentionally mislabel an emotion
	  ○ Ask a ridiculous question that can only be answered by a No

Email Magic	**Subject Line:** *Have you given up on this project?*
That's Right	• Good: *That's Right* • Bad: *Yes, You're Right*
Summary to trigger *That's Right*	Trigger *That's Right* with a **Summary:** 1. Effective Pauses encourage the counterparty to keep talking 2. Minimal Encouragers: *Yes, OK, Uh-Huh, I see* → show I'm paying full attention 3. Mirroring: Listen & repeat back 4. Labeling: Give feelings a name & identify with how they feel 5. Paraphrase: Repeat in my own words to show I'm really understanding 6. Summarize: Re-articulate meaning of what is said + acknowledgment of the emotions = **Paraphrase** + **Labeling**
Never Split the Difference	Leads to a bad outcome for both sides, eg **1 black + 1 brown shoe**
Deadlines	• Deadlines make people do impulsive things • Resist the urge to rush as a deadline approaches • Take advantage of the rush in others • Share my deadlines: information asymmetry is the worse for me
Three uses of **Fair**	Defensive move: *We just want what's fair* • Emotionally rattled negotiators will raise their counteroffer • **Correct response:** *OK, I apologize. Let's stop everything and go back to where I started treating you unfairly and we'll fix it* Nefarious accusation: *We've given you a fair offer* • Jab meant to distract my attention • **Correct response:** *Fair? It seems like you're ready to provide the evidence that supports that.* Positive: *I want you to feel like you are being treated fairly at all times. So please stop me at any time if you feel I'm being unfair and we'll address it*
Extreme Anchor	Bend counterpart's reality by anchoring the starting point 1. Before making offer, emotionally anchor by saying how bad it will be 2. Set an **extreme anchor** to make my real number seem reasonable 3. Use a range to seem less aggressive
Loss Aversion	• People will take more risks to avoid a loss than realize a gain • Make sure my opponent sees there is something to lose by inaction
Bend their Reality	1. Anchor their emotions: Start with an accusation audit acknowledging all their fears. Anchor them **in preparation for a loss**

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	2. Let the other party suggest a price first. Especially if neither party knows true market value. Consider alternatives if other party is a shark or a rookie 3. Establish a bolstering range: Recall a similar deal. Range high so people will naturally want to satisfy the low end of my range 4. Pivot to non-monetary terms: Give things that are not important. Get things that are. Suggest ideas to stimulate brainstorming 5. Use odd numbers: Don't use round numbers 6. Surprise with a gift: Generate reciprocity by giving unrelated surprise gifts
Calibrated Questions	● The **listener** has control of the conversation ● Goal is to **suspend unbelief** → calibrated questions to ask for help ● Don't use: *Can, Is, Are, Do, Does* ● Avoid: questions that can be answered with *Yes* or tiny pieces of information ● Start every question with ***what***, ***how*** (& sometimes but rarely ***why***) ○ Only use ***why*** when defensiveness it creates is in my favor: *Why would you ever change from the way you've always done things and try my approach?* ● *You can't leave → What do you hope to achieve by going?* ● Avoid angry emotional reactions **Phrases to use** ● ***What makes you ask?*** ● ***What about _____ is important to you?*** ● *How can I help make this better for us?* ● *How would you like me to proceed?* ● *What is it that brought us into this situation?* ● *How can we solve the problem?* ● *What's the objective / What are we trying to accomplish here?* ● ***How am I supposed to do that?***
How	● *Yes* is nothing without ***How*** ● Calibrated ***how?* Questions** help guarantee execution ● Look for *That's Right* ● Don't settle for *I'll try, You're Right* → Those mean ***I plan to fail*** **Phrases to use** ● ***How am I supposed to do that?*** ● *How will we know we're on track?* ● *How will we address things if we find we're off track?* **Influence those behind the table** ● *How does this affect the rest of your team?* ● *How on board are the people not on this call?* ● *What do your colleagues see as their main challenges in this area?*

7-38-55	7% content 38% tone of voice 55% body language & face
	
	● Fly great distances to meet people **in person**
	● Pay close attention to **tone** & **body language**. See if they don't match up with literal meaning of words
	● Use labels to discover source of the incongruence:
	  ○ *I heard you say 'Yes' but it seemed like there was a hesitation in your voice*
	  ○ *No, this is important. Let's make sure we get this right*

Rule of Three	Get them to say **yes 3 times** 1. Get them to give me a commitment 2. Label + summarize → get a *That's Right* 3. Calibrated *How* or *What* questions about implementation. Ask what will constitute success: *What do we do if we get off track?*

Spotting Liars	Liars... ● Use more words than truth tellers ● Talk about *him, her, it, one, they* and *their.* Rarely *I* → distance from the lie ● Speak in more complex sentences (to cover up the lie)
Spot Decision Makers	Watch pronouns ● *I, me, my* → less important in the decision of the outcome ● *We, they, them* → actual decision maker leaving options open
Use my own name	● *My name is Yanda* ● *What's the Yanda discount?*
Saying *No* 4 times	1. *How am I supposed to do that?* 2. *Your offer is very generous. I'm sorry that just doesn't work for me* 3. *I'm sorry but I'm afraid I just can't do that* 4. *I'm sorry, no* Use mirroring and open-ended questions in between. Empathize 3x: ● *That's very generous of you* ● *That price is more than fair* ● *Thank you for taking the time to talk to me*

Types of Negotiators	**Analyst**
	Acquiring facts & info > making a deal
	Time = Preparation
	Silence = Opportunity to think
	● Methodical & diligent. Hates surprises.
	● Self-imaged tied to minimizing mistakes
	● Prefers to work on their own
	● Reserved problem solver
	● Information aggregator
	● Skeptical by nature
	● May appear to agree when just agreeing to think about it
	
	● Doesn't like calibrated questions
	● Apologies have little value
	● Hypersensitive to reciprocity
	  ○ Get gift first = it must be a trap
	  ○ Give first = you must reciprocate
	● Tools: **labels**, specifically to compare analysis,
	● Use data:
	  ○ Use data to drive my reason, no ad-lib
	  ○ Use data comparisons to disagree
	● Worst-type match: Assertive
	
	Accommodator
	Building relationship > making a deal
	Time = Relationship
	Silence = Anger
	● Communicating → happy
	● Sociable, peace-seeking, optimistic, distractible, poor time managers
	
	● Watch tone & body language → hesitancy won't come in words
	● Risk: may overpromise, agree to give you something they can't actually deliver
	● Tools**:** What & How **calibrated questions** focused on implementation
	● Worst-type match: Accommodator
	
	Assertive
	Being heard > making a deal
	Time = Money
	Silence = Opportunity to speak more
	● Getting solution perfect is less important than getting it done
	● Loves winning above all else
	● Most likely to get tunnel-vision. Focus on goal → miss opportunities to explore
	Emotions = bad
	● Negotiation = intellectual sparring
	
	● Focus first on what they have to say. Once they are convinced I understand them, only then will they listen
	● Tools: **calibrated questions, labels,** and **summaries**. Get a *that's right*
	● Be careful with reciprocity (give an inch → take a mile)
	● Wost-type match**:** Analyst

Deflect the Punch	Counterparty will start with an extreme anchor. Get ready to deflect the punch ● By saying "no" : *How am I supposed to do that?* ● By deflecting the anchor: *What are we trying to accomplish here?* ● Pivot to terms: detour to non-monetary issues: ○ *Let's put price off to the side for a moment & talk about what would make this a good deal?* ○ What else would you be able to offer to make that a good price for me? ● Respond with your own extreme anchor
Strategic umbrage	*I don't see how that would ever work*
I statements	*I feel _____ when you _____ because _____.*
Ackerman Bargaining	1. Set target price 2. Plan your offers ○ Buyer: **65%** → 85% → 95% → 100% ○ Seller: **135%** → 115% → 105% → 100%. 3. At final offer add **non-monetary item** to show that I'm at my limit ● Use an **Accusations Audit** to pre-empt the first offer to take the edge off ○ *You're going to think I haven't done my homework* ○ *You're going to feel insulted by my offer* ○ *I'm embarrassed to tell you my offer* ● Use lots of empathy and ways of saying *No* in between to get other to counter before I increase my offer ● Use precise, non-round, odd numbers
Black Swans	● 3 Black Swans in every negotiation ● Every negotiation is new → don't let old patterns blind me ● Always ask myself: **Why are they communicating what they are communicating right now**
3 Types of Leverage	Positive Leverage: I have something they want Negative Leverage: My ability to make my counterpart suffer ● More powerful because of **loss aversion** ● To use, first find what is important to them: ○ Who is their audience? ○ What signifies status and reputation to them? ○ What most worries them? ● Identify with labels: *It seems you strongly value the fact that you've always been paid on time* Normative Leverage: Using the other party's norms to advance my position ● Show inconsistencies between their beliefs and their actions ● No one likes to look like a hypocrite ● **To discover norms**: Ask what my counterpart believes in and listen openly ● See what language they speak and speak it back to them
Listen, listen, listen	● Review everything I hear. **Double check** ● Use **backup listeners** whose only job is to listen between the lines ● Compare notes with team members to discover new information
Similarity Principle	● People trust those who are in their in group ● Look at and mirror attitudes, beliefs, ideas, and even modes of dress
Power of hopes & dreams	● Visualize what counterpart wants out of life → use those aspirations to get them to follow ● Everyone wants to believe that we are capable of the extraordinary ● Display a passion for **what my counterpart has always wanted** and **convey a purposeful plan on how to get there** → changes my counterpart's perception of what is possible to

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	change • We are all **hungry for a map to joy** → be courageous enough to draw it and others will follow
... because ...	People respond favorably to requests made in a reasonable tone of voice and followed by a *because* reason (even if the reason isn't great)
Not crazy	People acting crazy are often not. Instead, counterpart: • is **Ill Informed**: has incomplete or different information to me • is **Constrained**: may not have power to close the deal • has **Other Interests**: hidden interests that justify his behavior

Get Face Time	• Get face time
	• Observe **unguarded moments**
	  ○ First few minutes before you get down to business
	  ○ Last few moments as everyone is leaving
	  ○ Interruptions, odd exchanges, etc…
	• When something doesn't make sense, **there's an opportunity**. Dig in!

Negotiation One-Sheet	• The Goal: specific scenario that represents best case
	  ○ Set optimistic but reasonable goal & define it clearly
	  ○ Write it down
	  ○ Discuss my goal with a colleague (commitment & consistency)
	  ○ Carry the written goal into the negotiation
	• Summary: Couple of sentences about the known facts that have led up to the negotiation. Aim for *That's Right* in response
	• Labels / Accusation Audit: 3-5 labels to perform an accusation audit
	  ○ *It seems like _____ is valuable to you*
	  ○ *It seems like you don't like _____.*
	  ○ *It seems like you value _____.*
	  ○ *It seems like _____ makes it easier.*
	  ○ *It seems like you're reluctant to _____.*
	• Calibrated questions: 3-5 to reveal value & overcome potential deal killers
	  ○ For my counterpart:
	  ■ *What are we trying to accomplish?*
	  ■ *How is that worthwhile?*
	  ■ *What's the core issue here?*
	  ■ *How does that affect things?*
	  ■ *How does this fit into what the objective is?*
	  ○ To identify behind-the-table deal killers
	  ■ *How does this affect the rest of your team?*
	  ■ *How on board are the people not on this call?*
	  ■ *What do your colleagues see as their main challenges in this area?*
	  ○ To identify and diffuse deal-killing issues
	  ■ *What are we up against here?*
	  ■ *What is the biggest challenge you face?*
	  ■ *How does making a deal with us affect things?*
	  ■ *What happens if you do nothing?*
	  ■ *What does doing nothing cost you?*
	  ■ *How does making this deal resonate with what your company prides itself on?*
	  ○ **Follow up with labels** to their answers to the calibrated questions:
	  ■ *It seems _____ is important.*
	  ■ *It seems you feel like my company is in a unique position to _____.*
	  ■ *It seems you are worried that _____.*
	• Non-cash offers: list of non-cash items possessed by my counterpart that would be valuable?
	  ○ What could they give me that would make me do this for free?