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| Goal | <ul style="list-style-type: none"> ● People want to be understood and accepted. 2 primal urges: <ul style="list-style-type: none"> ○ 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 | <ul style="list-style-type: none"> ● 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 | <ul style="list-style-type: none"> ● Smile ● Slow. It. Down ● Three voices: <ul style="list-style-type: none"> ○ 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 | <ul style="list-style-type: none"> ● 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 | <ol style="list-style-type: none"> 1. Use Late Night FM DJ Voice 2. Start sentences with <i>I'm sorry...</i> 3. Mirror 4. Silence, at least 4 seconds to let mirror work it's magic 5. Repeat |
| Tactical Empathy | <ul style="list-style-type: none"> ● 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 incongruencies |
| Labels | <ul style="list-style-type: none"> ● Validate someone's emotion by acknowledging it ● <i>It seems like _____.</i> ● <i>It sounds like _____.</i> ● <i>It looks like _____.</i> ● Pause to let the label sink in. Other party will fill in the silence ● Every 4th verbalization should be a label |
| Neutralize the Negative | <ul style="list-style-type: none"> ● Focus first on clearing the barriers to an agreement ● Label fears to diffuse their power ● <i>Look I'm an asshole</i> <p>Process:</p> <ol style="list-style-type: none"> 1. Observe without reaction & judgement 2. Label each negative feeling 3. Replace with a positive, compassionate & solution-based thought |
| Accusation Audit | <ul style="list-style-type: none"> ● List the worst things my counterpart can say about me first ● Use labels to reinforce & encourage positive perceptions ● Remove <i>I understand</i> from your vocabulary. Never use it |

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| Start with <i>No</i> | <ul style="list-style-type: none"> • Need to feel in control → get by saying <i>No</i> • Saying <i>Yes</i> makes people defensive • If I hear <i>No</i> → <ul style="list-style-type: none"> ○ <i>What about this doesn't work for you?</i> ○ <i>What would you need to make this work?</i> ○ <i>It seems there's something here that bothers you?</i> • 3 types of Yes <ul style="list-style-type: none"> ○ Counterfeit: <i>Yes</i> as an escape route (want to say <i>No</i>) ○ Confirmation: Reflexive response question. Affirmation with no promise of action ○ Commitment: True agreement that leads to action • Trigger a No: <i>Is now a bad time to talk?</i> • Might sometimes need to force counterpart into a no <ul style="list-style-type: none"> ○ Intentionally mislabel an emotion ○ Ask a ridiculous question that can only be answered by a <i>No</i> |
| Email Magic | <i>Have you given up on this project?</i> |
| <i>That's Right</i> | <ul style="list-style-type: none"> • Good: <i>That's Right</i> • Bad: <i>Yes, You're Right</i> |
| Summary to trigger <i>That's Right</i> | <p>Trigger <i>That's Right</i> with a Summary:</p> <ol style="list-style-type: none"> 1. Effective Pauses encourage the counterparty to keep talking 2. Minimal Encouragers: <i>Yes, OK, Uh-Huh, I see</i> → 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 | <ul style="list-style-type: none"> • 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 | <p>Defensive move: <i>We just want what's fair</i></p> <ul style="list-style-type: none"> • Emotionally rattled negotiators will raise their counteroffer • Correct response: <i>OK, I apologize. Let's stop everything and go back to where I started treating you unfairly and we'll fix it</i> <p>Nefarious accusation: <i>We've given you a fair offer</i></p> <ul style="list-style-type: none"> • Jab meant to distract my attention • Correct response: <i>Fair? It seems like you're ready to provide the evidence that supports that.</i> <p>Positive: <i>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</i></p> |
| Extreme Anchor | <p>Bend counterpart's reality by anchoring the starting point</p> <ol style="list-style-type: none"> 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 | <ul style="list-style-type: none"> • 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 | <ol style="list-style-type: none"> 1. Anchor their emotions: Start with an accusation audit acknowledging all their fears. Anchor them in preparation for a loss |

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| | <ol style="list-style-type: none"> <u>Let the other party suggest a price first</u>. Especially if neither party knows true market value. Consider alternatives if other party is a <u>shark</u> or a <u>rookie</u> <u>Establish a bolstering range</u>: Recall a similar deal. Range high so people will naturally want to satisfy the low end of my range <u>Pivot to non-monetary terms</u>: Give things that are not important. Get things that are. Suggest ideas to stimulate brainstorming <u>Use odd numbers</u>: Don't use round numbers <u>Surprise with a gift</u>: Generate reciprocity by giving unrelated surprise gifts |
| Calibrated Questions | <ul style="list-style-type: none"> The listener has control of the conversation Goal is to suspend disbelief → calibrated questions to ask for help Don't use: <i>Can, Is, Are, Do Does</i> Avoid: questions that can be answered with Yes or tiny pieces of information Start every question with what, how (& sometimes but rarely why) <ul style="list-style-type: none"> Only use why when defensiveness it creates is in my favor: <i>Why would you ever change from the way you've always done things and try my approach?</i> <i>You can't leave</i> → <i>What do you hope to achieve by going?</i> Avoid angry emotional reactions <p>Phrases to use</p> <ul style="list-style-type: none"> <i>What makes you ask?</i> <i>What about _____ is important to you?</i> <i>How can I help make this better for us?</i> <i>How would you like me to proceed?</i> <i>What is it that brought us into this situation?</i> <i>How can we solve the problem?</i> <i>What's the objective / What are we trying to accomplish here?</i> <i>How am I supposed to do that?</i> |
| How | <ul style="list-style-type: none"> Yes is nothing without How Calibrated how? Questions help guarantee execution Look for <i>That's Right</i> Don't settle for <i>I'll try, You're Right</i> → Those mean <i>I plan to fail</i> <p>Phrases to use</p> <ul style="list-style-type: none"> <i>How am I supposed to do that?</i> <i>How will we know we're on track?</i> <i>How will we address things if we find we're off track?</i> <p>Influence those behind the table</p> <ul style="list-style-type: none"> <i>How does this affect the rest of your team?</i> <i>How on board are the people not on this call?</i> <i>What do your colleagues see as their main challenges in this area?</i> |
| 7-38-55 | <p style="text-align: center;">7% content 38% tone of voice 55% body language & face</p> <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> <i>I heard you say 'Yes' but it seemed like there was a hesitation in your voice</i> <i>No, this is important. Let's make sure we get this right</i> |
| Rule of Three | <p>Get them to say yes 3 times</p> <ol style="list-style-type: none"> Get them to give me a commitment Label + summarize → get a <i>That's Right</i> Calibrated How or What questions about implementation. Ask what will constitute success: <i>What do we do if we get off track?</i> |

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| <p>Spotting Liars</p> | <p>Liars...</p> <ul style="list-style-type: none"> ● Use more words than truth tellers ● Talk about <i>him, her, it, one, they</i> and <i>their</i>. Rarely <i>I</i> → distance from the lie ● Speak in more complex sentences (to cover up the lie) | |
| <p>Spot Decision Makers</p> | <p>Watch pronouns</p> <ul style="list-style-type: none"> ● <i>I, me, my</i> → less important in the decision of the outcome ● <i>We, they, them</i> → actual decision maker leaving options open | |
| <p>Use my own name</p> | <ul style="list-style-type: none"> ● <i>My name is Yanda</i> ● <i>What's the Yanda discount?</i> | |
| <p>Saying <u>No</u> 4 times</p> | <ol style="list-style-type: none"> 1. <i>How am I supposed to do that?</i> 2. <i>Your offer is very generous. I'm sorry that just doesn't work for me</i> 3. <i>I'm sorry but I'm afraid I just can't do that</i> 4. <i>I'm sorry, no</i> <p>Use mirroring and open-ended questions in between. Empathize 3x:</p> <ul style="list-style-type: none"> ● <i>That's very generous of you</i> ● <i>That price is more than fair</i> ● <i>Thank you for taking the time to talk to me</i> | |
| <p>Types of Negotiators</p> | <p><u>Analyst</u> (eg. Ryan) Acquiring facts & info > making a deal Time = Preparation Silence = Opportunity to think</p> <ul style="list-style-type: none"> ● Methodical & diligent. Hates surprises. ● Self-imagined 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 | <ul style="list-style-type: none"> ● Doesn't like calibrated questions ● Apologies have little value ● Hypersensitive to reciprocity <ul style="list-style-type: none"> ○ Get gift first = it must be a trap ○ Give first = you must reciprocate ● Tools: labels, specifically to compare analysis, ● Use data <ul style="list-style-type: none"> ○ Use data to drive my reason, no ad-lib ○ Use data comparisons to disagree ● Worst-type match: Assertive |
| <p><u>Accommodator</u> (eg. Chase) Building relationship > making a deal Time = Relationship Silence = Anger</p> <ul style="list-style-type: none"> ● Communicating → happy ● Sociable, peace-seeking, optimistic, distractible, poor time managers | <ul style="list-style-type: none"> ● 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 | |
| <p><u>Assertive</u> (eg. me, Merci) Being heard > making a deal Time = Money Silence = Opportunity to speak more</p> <ul style="list-style-type: none"> ● 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 | <ul style="list-style-type: none"> ● 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 <i>that's right</i> ● Be careful with reciprocity (give an inch → take a mile) ● Worst-type match: Analyst | |

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| Deflect the Punch | <p>Counterparty will start with an extreme anchor. Get ready to deflect the punch</p> <ul style="list-style-type: none"> • By saying “no” : <i>How am I supposed to do that?</i> • By deflecting the anchor: <i>What are we trying to accomplish here?</i> • Pivot to terms: detour to non-monetary issues: <ul style="list-style-type: none"> ◦ <i>Let's put price off to the side for a moment & talk about what would make this a good deal?</i> ◦ 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>I don't see how that would ever work</i> |
| I statements | <i>I feel _____ when you _____ because _____.</i> |
| Ackerman Bargaining | <ol style="list-style-type: none"> 1. Set target price 2. Plan your offers <ul style="list-style-type: none"> ◦ 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 <ul style="list-style-type: none"> • Use an Accusations Audit to pre-empt the first offer to take the edge off <ul style="list-style-type: none"> ◦ <i>You're going to think I haven't done my homework</i> ◦ <i>You're going to feel insulted by my offer</i> ◦ <i>I'm embarrassed to tell you my offer</i> • Use lots of empathy and ways of saying <i>No</i> in between to get other to counter before I increase my offer • Use precise, non-round, odd numbers |
| Black Swans | <ul style="list-style-type: none"> • 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 | <p><u>Positive Leverage</u>: I have something they want</p> <p><u>Negative Leverage</u>: My ability to make my counterpart suffer</p> <ul style="list-style-type: none"> • More powerful because of loss aversion • To use, first find what is important to them: <ul style="list-style-type: none"> ◦ Who is their audience? ◦ What signifies status and reputation to them? ◦ What most worries them? • Identify with labels: <i>It seems you strongly value the fact that you've always been paid on time</i> <p><u>Normative Leverage</u>: Using the other party's norms to advance my position</p> <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • People trust those who are in their <u>in group</u> • Look at and mirror attitudes, beliefs, ideas, and even modes of dress |
| Power of hopes & dreams | <ul style="list-style-type: none"> • 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 |

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| | <p>plan on how to get there → changes my counterpart's perception of what is possible to change</p> <ul style="list-style-type: none"> • We are all hungry for a map to joy → be courageous enough to draw it and others will follow |
| ... <i>because</i> ... | People respond favorably to requests made in a reasonable tone of voice and followed by a <i>because</i> reason (even if the reason isn't great) |
| Not crazy | People acting crazy are often not. Instead, counterpart: <ul style="list-style-type: none"> • 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 | <ul style="list-style-type: none"> • Get face time • Observe unguarded moments <ul style="list-style-type: none"> ○ 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 | <ul style="list-style-type: none"> • The Goal: specific scenario that represents best case <ul style="list-style-type: none"> ○ 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 <i>That's Right</i> in response • Labels / Accusation Audit: 3-5 labels to perform an accusation audit <ul style="list-style-type: none"> ○ <i>It seems like _____ is valuable to you</i> ○ <i>It seems like you don't like _____.</i> ○ <i>It seems like you value _____.</i> ○ <i>It seems like _____ makes it easier.</i> ○ <i>It seems like you're reluctant to _____.</i> • Calibrated questions: 3-5 to reveal value & overcome potential deal killers <ul style="list-style-type: none"> ○ For my counterpart: <ul style="list-style-type: none"> ■ <i>What are we trying to accomplish?</i> ■ <i>How is that worthwhile?</i> ■ <i>What's the core issue here?</i> ■ <i>How does that affect things?</i> ■ <i>How does this fit into what the objective is?</i> ○ To identify behind-the-table deal killers <ul style="list-style-type: none"> ■ <i>How does this affect the rest of your team?</i> ■ <i>How on board are the people not on this call?</i> ■ <i>What do your colleagues see as their main challenges in this area?</i> ○ To identify and diffuse deal-killing issues <ul style="list-style-type: none"> ■ <i>What are we up against here?</i> ■ <i>What is the biggest challenge you face?</i> ■ <i>How does making a deal with us affect things?</i> ■ <i>What happens if you do nothing?</i> ■ <i>What does doing nothing cost you?</i> ■ <i>How does making this deal resonate with what your company prides itself on?</i> ○ Follow up with labels to their answers to the calibrated questions: <ul style="list-style-type: none"> ■ <i>It seems _____ is important.</i> ■ <i>It seems you feel like my company is in a unique position to _____.</i> ■ <i>It seems you are worried that _____.</i> • Non-cash offers: list of non-cash items possessed by my counterpart that would be valuable? <ul style="list-style-type: none"> ○ What could they give me that would make me do this for free? |

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| Future-Pacing & Rewinding - Strategic Implementation | <ul style="list-style-type: none"> • "Let's imagine it's December 2026. We're both looking back at how successful this partnership became. <p>Then rewind:</p> <ul style="list-style-type: none"> • "Looking back from 2026, we solved [specific challenge]. How did we get there?" • "What steps did we take starting today that led to that success?" • "If we could send a message to ourselves today from that future point, what would it say?" |
| Magic Wand Technique - Practical Execution | <ul style="list-style-type: none"> • Setup: Start with a genuine smile and relaxed posture, then: <ul style="list-style-type: none"> - "If you had a magic wand and could design the perfect solution, without any constraints, what would it look like?" <p>"Imagine you could wave a magic wand and remove all the obstacles - what would you create?"</p> <p>Follow-up:</p> <ul style="list-style-type: none"> • "Which parts of that ideal scenario could we start working towards right now?" |
| Digital Empathy - Modern Negotiation Applications | <ul style="list-style-type: none"> • Video call techniques: <ul style="list-style-type: none"> - Watch for micro-expressions in the eye area (especially important with masks). - Pay attention to head tilts (agreement) vs. head shakes (disagreement). - Notice forward lean (engagement) vs. backward lean (resistance). • Text-based empathy: <ul style="list-style-type: none"> - Use ellipsis (...) to create thoughtful pauses. - Deploy emotive language: "I hear what you're saying about..." - Use bracketed emotion labels: [I sense some concern about...] |
| Tactical Silence - Virtual & Modern Applications | <ul style="list-style-type: none"> - Count to 7 (silently) after asking a calibrated question. - Use "technical pause" as a strategic tool ("Let me adjust my camera..."). - Strategic muting: "I'd like to take a moment to process what you've shared..." |
| Multi-Platform Strategy for Effective Negotiation | <ul style="list-style-type: none"> • Platform-specific approaches: <ul style="list-style-type: none"> - Zoom: Use virtual backgrounds strategically (neutral, professional). - Email: Deploy "because" statements with visual spacing. - Chat: Use strategic timing between messages. • Example email format: <ul style="list-style-type: none"> - "I understand [their position]..." - Because [reasoned explanation]... - Would you be open to discussing [specific compromise or next step]?" |
| Bad News Deliver | <p>Start with phrases like these:</p> <ol style="list-style-type: none"> 1. "You are not going to like what I am about to say." 2. "I have very bad news." <p>! Use a pause to make this settle or let the person respond.</p> |