

Negotiation CheatSheet

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(Based on "Never Split the Difference" by Chris Voss)

Tactics	Types	What it is?	When to use?	How to use?	What it does?	Examples / Questions	Next step
Mirroring	Verbal, Non-verbal	Act of repeating the last few words to make the other person elaborate and give more info	To extract more information. At the end of other's statement	Repeat last few words from their statement in inquisitive (question) tone. The speech should be good, confident and polite	Creates a sense of connection and encourages them to share more.	Other: "I feel like my contributions aren't being recognized." You: "Not being recognized?"	Label, ask calibrated questions to deepen the conversation.
Labelling	Positive, Negative. Types of emotions: Angry, Happy, Sad, heartbroken, Frustrated, Surprised	Identifying and verbalizing the other person's emotions.	When emotions are high or unclear.	Use phrases like "It seems like..." or "It sounds like..."	Validates feelings and encourages openness.	"It sounds like you're saying..." "It seems like you're feeling frustrated."	Ask a follow-up question to explore further.
Tactical Empathy	Emotional, Situational	Understanding the other person's perspective and feelings.	To build rapport and trust.	using an apology use Name use emotions	Helps to diffuse tension and fosters collaboration.	"I can see this is really important to you."	Follow with a question to explore their needs.
Voice	1. Late Night DJ voice	The tone and pace of your speech.	When you want to convey you are in control but don't want to invite response.	deep soft slow reassuring voice with a downward inflection	It calms them, reassures them and prevents any question from them	1. We don't do work for hire. 2. Joe's gone, You're talking to me now. 3. "I understand your concerns,"	Maintain the tone as you continue the conversation.
	2. Assertive voice	A confident and direct tone that conveys authority and clarity	When making demands or stating your position. Use rarely.	Use a steady, calm tone with clear articulation of your points.	Establishes authority and encourages respect from the other party.	"I believe this is the best course of action because..."	Follow up with supporting evidence or rationale.
	3. Playful voice	A light-hearted and engaging tone that fosters rapport and eases tension.	When trying to build rapport or diffuse tension. Mostly use this tone (80%)	Use a friendly tone, incorporate humor, and maintain a relaxed demeanor.	Creates a positive atmosphere and encourages openness in communication.	"What if we approached this like a game?"	Transition to more serious topics after building rapport.
	4. Analyst voice	A logical and data-driven tone that focuses on facts and analysis.	When presenting data or making analytical arguments.	Use a calm, measured tone, and present information clearly and logically.	Enhances credibility and helps the other party understand complex information.	"Based on the data, we can see that..."	Be prepared to answer questions and provide further analysis.
Calibrated Questions	Problem-solving, Insight	Open-ended questions that guide the other person to think critically.	To gather information or steer the conversation, Use In place of why. To extract information To make other solve your problem for you	Ask questions like "How can we solve this?" or "What's the biggest challenge?"	Encourages problem-solving and collaboration. Gives other the illusion of control Indirectly says No and makes the other come up with solutions/options	"How can we make this work for both of us?" How am I supposed to do that?	Listen carefully to their response for insights.
Dynamic Silence	Pauses, Deliberate	Strategic use of silence during conversations.	After asking a question or making a point.	Remain silent after making a statement or asking a question.	Creates pressure for the other person to fill the silence.	(Silence)	Wait for them to respond or elaborate.
Paraphrasing	Summarizing, Clarifying	Restating what the other person has said in your own words.	To ensure understanding and show active listening.	"What I hear you saying is..."	Confirms understanding and encourages further dialogue	"So you're saying that..."	Ask for confirmation or clarification.
Summarizing	Brief, Detailed	Recapping the main points of the conversation	At the end of discussions or negotiations.	"To summarize, we've discussed..."	Ensures clarity and reinforces key points.	"So, we agree on..."	Confirm agreement or clarify any misunderstandings.
Accusation Audit	Direct, Indirect	Preemptively addressing potential objections or accusations.	Before presenting your case or proposal.	List potential negatives they might think and acknowledge them.	Reduces defensiveness and opens the door for dialogue.	"You might think that..."	Follow with a positive statement or solution.
Mislabelling	Positive, Negative	Intentionally mislabeling a situation or emotion to prompt a different response.	When the other party is defensive or resistant.	Use phrases that reframe their emotions or situation positively.	Helps to shift perceptions and reduce defensiveness.	"It seems like you're really passionate about this issue."	Follow with a question to encourage collaboration.

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That's right	Acknowledgement	An acknowledgement by the other party to your statement	Before you want to suggest your point or try to convince them of your point	Say things that will make them say "That's right" or a version of it. Mirror, Label, encourage, followed by a summary	Creates an epiphany and develops rapport. They feel they have assessed your words as correct and embrace it	You summarize the other's words. Other: "That's right"	Once you get a that's right, put forth the real point you want to convince the other for
Email technique	Structured, Concise	A strategy for not being ignored in emails.	When other person is ignoring your emails	Provoke a 'No' response.	The 'No' answer offers the other party illusion of control while encouraging them to define their position and explain it to you	Have you given up on this project?	Be prepared to respond promptly to their reply.
Ackerman system	Structured, Incremental	A systematic approach to bargaining that involves strategic offers and concessions.	During the bargaining phase of negotiations.	Set a target price, start with an initial offer at 65% of that price, and increase offers in specific increments (20%, 10%, 5%).	Helps maintain control over the negotiation while allowing for flexibility.	"My initial offer is \$65,000."	Prepare to adjust your strategy based on their responses.
7-38-55 rule	Verbal, Non-verbal	A communication principle stating that 7% of communication is verbal, 38% is tone, and 55% is body language.	In all forms of communication.	Be mindful of your tone and body language while communicating.	Highlights the importance of non-verbal communication in negotiations.	(Observation)	Use this awareness to enhance your communication strategy.
Body Language and speech patterns	Gestures, Tone	Non-verbal cues and vocal characteristics that convey meaning.	Throughout the negotiation process.	Observe the other party's body language and adjust your own accordingly.	Provides insights into the other party's feelings and intentions.	(Observation)	Adjust your approach based on their non-verbal cues.
Loss aversion	Positive, Negative	People take greater risks to avoid loss than to achieve gains	When you want to persuade them to accept the deal	Convince them that they have something concrete to lose if the deal falls through.	Gives them a feeling of loss which they would like to avoid	"I want to bring this opportunity to you before someone else"	Present a clear path to the losses.
Bending their reality	Positive, Negative	Framing the negotiation to alter the other party's perception of possibilities.	When presenting options or proposals.	Present options that make your proposal seem more appealing.	Guides the other party toward a more favorable outcome for you.	"What if we considered this alternative?"	Highlight the benefits of your proposal.
Forced Empathy	Emotional, Situational	Introducing ideas that encourage the other party to think in your favor.	When you want to influence their thinking.	Use strategic, calibrated questions or statements that lead them to your desired conclusion.	Encourages the other party to adopt your perspective.	"How would this solution work for you?" "How will we know we are on track?" How will we address things if we find we are off track?"	Follow up with more information to reinforce the idea.
Rule of three	Three kinds of Yes	Getting the other party to agree to the same thing three times in a row	When you get a 'Yes' response and you want to make sure it is a commitment	Use labelling, summarising or calibrated questions to make the other person say 'Yes'	Ensures the 'Yes' is a commitment since it is unlikely for anyone to lie multiple times with a straight head. You can discover falsehoods in the process	"So you agree to..."	Observe their non-verbal cues and body language to figure out any falsehoods
Bargaining	Collaborative, Competitive	The process of negotiating terms and conditions.	Throughout the negotiation process.	Understand the other party's needs and make strategic concessions.	Facilitates finding mutually beneficial solutions.	"What can we do to make this work for both of us?"	Continue to explore options and adjust offers.
Power of No	Affirmative, Negative	A way to saying 'No' using 'How' questions	When the other party offers/demands far from your expectation	Use calibrated questions with a downward inflection and a tone of regard. You can usually say 'No' indirectly up to 4 times	Lowers others' demands by making them bid against themselves	1. How am I supposed to do that? 2. 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 their response to explore their needs further.
Odd Numbers	Pricing, Offers	Using odd numbers in offers or prices to create a psychological edge.	When presenting offers or pricing.	Present prices or offers in odd numbers (e.g., \$1,476 instead of \$1,500).	Makes offers seem more precise and credible, enhancing perceived value.	"Our proposal is \$1,476."	Follow up with a rationale for the pricing.
		A way to make other feel that their offer is unfair	When the other party gives an unfair offer or to manipulate them to give a better one	In a defensive way, indirectly accusing the other of not delivering fairness to you	Triggers feelings of defensiveness	"We just want what's fair"	If other is using this, you can stop and suggest to back and start from a previous point
Fair	3 ways to use fairness	A way to pressure them into giving in.	When you want to affirm that your offer is fair and they are unreasonable if they question it	By asserting that your offer is fair	It triggers a feeling that the offer may be actually fair	"We have given you a fair offer"	If other is using this, Mirror the word "fair?", followed by labelling. "It seems you can provide evidence to support that"
		A positive and constructive way to assure that you will be fair	At the start of negotiation	Give a positive affirmation that you will be fair during the negotiation	It induces the feeling that you are a fair person	"I want you to feel you are being treated fairly at all items"	Carry on with the negotiation with a positive tone
Black Swan	Hidden, Surprising	Unforeseen information that can change the negotiation dynamics.	During any negotiation process.	Stay open to new information and insights.	Can dramatically alter the outcome of negotiations.	"What else should I know?"	Be prepared to adapt your strategy based on new info.