Never Split the Difference - Negotiate as If Your Life Depended on it

**Chriss Voss**

# Chapter 1 | The New Rules

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# Chapter 2 | Be a Mirror

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## Key Lessons

* A *good* negotiator prepares going in, to be ready for possible surprises. A *great* negotiator aims to use her skills to reveal the surprises she is sure to find
* Don’t commit to assumptions, instead treat them as hypotheses and use negotiation to test them rigorously
* People who use negotiation as a battle of arguments become overwhelmed by the voices in their head
  + Negotiation is not an act of battle, it’s a process of discovery. The goal is to uncover as much information as possible
  + To quiet the voices inside your head, make your sole and all-encompassing focus the other person and what they have to say
* **Slow. It. Down.**
  + If we’re too much in a hurry, people can feel like they’re not being heard. You risk undermining the rapport and trust you’ve built.
* Put a smile on your face
  + When people are in a more positive frame of mind, they think more quickly and are more likely to collaborate and problem solve, instead of fight and resist
  + Positivity creates mental agility in both you and your counterpart
* There are three voice tones available to negotiators
  + The Late-Night FM DJ Voice: Use it selectively to make a point. Inflect your voice downward keeping it calm and slow. When done properly, you creates an aura of trust and authority without triggering defensiveness.
  + The positive, playful voice: Should be your default voice. It’s the voice of an easy goinggood-natured person. Your attitude is light and encouraging. The tick is to relax and smile while you’re talking.
  + **The Direct/Assertive voice**: Uses rarely. Will cause problems and create pushback.
* Mirrors: Repeat the last three words or critical last one-three words of what someone has just said
  + We fear what’s different and are drawn to what’s similar
  + Mirror is the art of insinuating similarity, which facilitates bonding
  + Use mirrors to encourage the other side to bond with you, keep people talking, by your side time to re-group, and encourage your counter-parts to reveal their strategy

# Chapter 3 | Don’t Feel Their Pain, Label It

* He describes the 1998 story of when he was in an apartment hallway where three heavily armed fugitives were holed up inside
* In tense situations like this, the traditional negotiating advice is to keep a poker face. Don’t get emotional
  + Most researchers ignored the role of emotion in … “separate the people from the problem” they said
  + But that doesn’t make sense,
  + Emotions are one of the main things that derail discussions, once people get emotional, rational thinking goes out the window
  + They are scared people with guns
* Good negotiators identify and identify emotions
  + They can precisely label emotions, those of other and their own
  + Then they can talk about it without getting wound up
  + They are the tools
  + Not the obstacles, they are the means