

Never Split the Difference

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Ut purus elit, vestibulum ut, placerat ac, adipiscing vitae, felis. Curabitur dictum gravida mauris. Nam arcu libero, nonummy eget, consectetur id, vulputate a, magna. Donec vehicula augue eu neque. Pellentesque habitant morbi tristique senectus et netus et malesuada fames ac turpis egestas. Mauris ut leo. asdfasdf

Contents

1	The New Rules	1
1.1	Life is Negotiation	1
2	Be a Mirror	1
2.1	Assumptions Blind, Hypotheses Guide	1
2.2	Calm the Schizophrenic	1
2.3	Slow. It. Down.	1
2.4	The Voice	1
2.5	Mirroring	1
2.6	How to confront - and get your way - without confrontation	2
3	Don't Feel Their Pain, Label It	2
3.1	Tactical Empathy	2
3.2	Labelling	2
3.3	Neutralize the Negative, Reinforce the Positive	2
3.4	Clear the Road before Advertising the Destination	2
3.5	Do an Accusation Audit	2
3.6	Get a seat – and an upgrade – On a sold-out flight	2
4	Beware 'Yes' – Master 'No'	3
4.1	"No" starts the negotiation	3
4.2	Persuade in their world	3
4.3	"No is protection"	3
4.4	Email magic: How never to be ignored again	3
5	Trigger the Two Words that Immediately Transform Any Negotiation	3
5.1	Create a subtle epiphany	3
5.2	Trigger a "That's Right" with a summary	3
5.3	"That's right" is great but if "You're right", nothing changes	4
5.4	Using "That's right" to me the sale	4
5.5	Using "That's right" for career success	4
	Don't Compromise ■ Deadlines: Make time your ally ■ No such thing as fair ■ The f-word: why it's so powerful and when to use it	
6	Bend Their Reality	4
7	Create the Illusion of Control	4
8	Guarantee Execution	4
9	Bargain Hard	4
10	Find the Black Swan	4

1. The New Rules

1.1 Life is Negotiation

Negotiation is everywhere and is nothing more than communication with results. First step in negotiation mastery is to get over aversion to it as it is how the world works.

2. Be a Mirror

2.1 Assumptions Blind, Hypotheses Guide

Engage negotiation with goal of extracting as much information as possible, formulate hypotheses to what they want and test them.

2.2 Calm the Schizophrenic

It is very hard to listen well. Our minds engage in selective listening. Do not approach a negotiation being preoccupied with arguments for your side that you are unable to listen attentively. Instead of doing any thinking to what your arguments are, make sole and all-encompassing focus on other person and what they have to say.

Next is to figure out what counterpart actually need (monetarily, emotionally, etc). Can only do this once they are feel save enough to talk about it. First step is actively listen. Second is get down to true motives.

2.3 Slow. It. Down.

Going too fast is a common mistake that leaves counterpart feel like they're not being heard. Slow down leads to calm down and builds rapport and trust.

2.4 The Voice

Three types of voices: late-night FM DJ, postive/playful, diect/assertive. Most of the time use positive/playful voice. Key is to relax and smile when talking, even if on the phone – counterpart will pick up on that and become more positive and likely to collaborate. Use late-night FM DJ voice by inflecting voice downward and talking slowly and clearly. It increases authority without making counterpart defensive.

2.5 Mirroring

Mirroring body language, tone, etc happens naturally when people trust eachother. For negotiation, mirror focuses on only the words: repeat the last three words or just most critical one to three words. Leads to counterpart elaborating, connecting, and reflecting.

2.6 How to confront - and get your way - without confrontation

To respond to aggressive/intimidating authority:

1. Use the late-night FM DJ voice
2. Start with "I'm sorry ..."
3. Mirror
4. Silence for at least 4 seconds
5. Repeat

The intention of a mirror should be 'Please, help me understand'

- "I'm sorry, two copies?"

Mirrors will feel awkward when first trying them, but need to practice. Once mastered, it is very valuable in just about every professional/social setting.

3. Don't Feel Their Pain, Label It

Emotion is a powerful tool.

3.1 Tactical Empathy

Empathy is the recognition and vocalization of counterpart's perspective. ie making an effort to understand counterpart's feelings and their world, though not to agree.

To practice, while someone is talking to you, imagine you are them talking-being in their position.

3.2 Labelling

Labelling is validating someone's emotion by verbalizing it. "It looks like you don't want to go to jail". When practicing, always feels like other person would say "Don't tell me how I feel" but no one ever notices it.

Steps to labelling:

1. Spot an emotion by picking up cues counterpart drops (words, tone, body language)
2. "It seems/sounds/looks like ... ?/." Do not use I. If disagreement, say "I didn't say that was what it was. I just said it seems like that"
3. Silence. Always an urge to specify or lead with a narrower question, but a label's power is to invite counterpart to reveal more by keeping it vague.

To practice: strike up conversation with someone (mailman/daughter) and put a label on their emotions and go silent.

3.3 Neutralize the Negative, Reinforce the Positive

Labelling is a tool not a recipe: it amplifies positives and diffuses negatives. If need to apologize for a mistake, get right at it. Acknowledge the negative situation to diffuse it. Labelling counterpart's fears diffuses their power. The earlier those fears are addressed, the earlier genuine feelings of safety and trust can be built. Likewise, reinforce positive perceptions by using labels.

3.4 Clear the Road before Advertising the Destination

Girl scouts example of labels being powerful - acknowledging the emotion solves everything else: - "I'm sensing some hesitation with these projects" -> "I want my gift to directly support programming for Girl Scouts and nothing else" - "It seems that you are really passionate about this gift and want to find the right project reflecting the opportunities and life-changing experience the Girl Scouts gave you"

3.5 Do an Accusation Audit

People afraid to volunteer in front of peers: "In case you're worried about volunteering to role-play with me in front of the class, I want to tell you advance ... it's going to be horrible" Do not do:

- "I don't want to sound harsh"
- "I don't want to come off as an asshole"

because they deny the negative. Reasons why counterpart will not make a deal more powerful they why they will make a deal: focus on clearing the barriers to agreement.

Accusation audit

Listing every terrible thing counterpart could say about you. At first seems very artificial/self-loathing. Anna contract example: labelled counterpart's fears - "You feel like we treated you <bad>", "It sounds like you think that we <bad>" - counterpart then adds nuance to those fears. Then those details gave Anna the power to come to a solution.

3.6 Get a seat - and an upgrade - On a sold-out flight

Above tools need to be used in unison like the multitude of instruments playing at a band together. At first it may feel very awkward.

Ryan example for airline

1. Teller being yelled at by angry couple
2. "Hi Wendy, I'm Ryan. It seems like they were pretty upset" - mentioning the couple that left. This is labelling the negative and builds rapport -> Wendy to elaborate on situation, allowing Ryan to mirror
3. "Yeah. They missed their connection. We've had many delays due to the weather" met with Ryan's mirror "The weather?" and Wendy explaining the storms.
4. "It seems like it's been a hectic day" - further mirroring and encouraging Wendy to elaborate further.
5. "There's been a lot of irate consumers, you know? <example> Many people heading to Austin for the big game". Ryan: "The big game?". Wendy: "<elaborates on the game and flight's booked

solid>". Ryan: "Booked solid?". Notice: Ryan using labels and mirrors to build a relationship, using "What's that?" and "I hear you" which allows Wendy to elaborate.

6. Wendy: "Yeah <stuff>, who knows how many people will make their flights due to rerouting cause of the weather".
7. Ryan asks with empathy and labelling that he acknowledges her situation: "Well it seems like you've been handling the rough day pretty well. I was also affected by the weather delays and missed by connecting flight. It seems like this flight is likely booked solid, but with what you said, maybe someone affected by the weather might miss this connection. Is there any possibility a seat will be open?"-Label, tactical empathy, label, then request.
8. Wendy types, Ryan stays silent.

How to practice

When you see angry customer talking to service person, can practice on them.

4. Beware 'Yes' – Master 'No'

Pushing hard for 'yes' only makes counterpart more defensive. 'No' is very beneficial as it allows both parties to figure out what is getting in the way.

4.1 "No" starts the negotiation

People need to feel in control, and allowing your counterpart to say "No" gives them a sense of 'veto' power that they feel preserves their autonomy, making them more open to what you have to say. Do not hope to hear "no" at some point, aim to get them to say it early. Need to internally reframe "no" from a rejection to one of:

1. I am not yet ready to agree
2. You are making me feel uncomfortable
3. I do not understand
4. I don't think I can afford it
5. I want something else
6. I need more information/talk it over with someone else

Then follow up with solution-based questions:

1. What about this doesn't work for you?
2. What would you need to make it work?
3. It seems like there's something here that bothers you

4.2 Persuade in their world

There are three types of "yes": counterfeit, confirmation, and commitment. Focusing on yourself and backing your opponent to a corner with logical arguments to receive counterfeit 'yes' does not work. Instead want counterpart to feel like they've reached the conclusions

themselves (or at least equal part). Every person has two primal urges that both need to be satisfied

1. need to feel safe and secure
2. need to feel in control

4.3 "No is protection"

Counterpart saying 'no' makes them feel like they're in the driver's seat. Gunning for 'yes' leads to counterfeit 'yes's. Must get rid of the fear of 'no'. Pitt Police example of supervisor going to fire victim:

1. victim: "Do you want the FBI to be embarrassed?" – loaded question going to get a 'no'
2. supervisor: "no" – supervisor feels in control
3. victim: "what do you want me to do" – supervisor feels safe

There's many ways to get counterpart to say no: say something you know is not true about them, etc

4.4 Email magic: How never to be ignored again

Provoke 'no' with email: *Have you given up on this project?*. Offers counterpart feeling of safety and control by responding and clarifying.

5. Trigger the Two Words that Immediately Transform Any Negotiation

Carl Rogers unconditional positive regard (humanistic therapy) opens the door to changing thoughts and behaviours. Need counterpart to open up honestly. Change Stairway Model (BCSM):

1. active listening
2. empathy
3. rapport
4. influence
5. behavioural change

The key two words in any negotiation: "That's right"

5.1 Create a subtle epiphany

Find a 'that's right' moment somewhere during the negotiation. It doesn't usually occur in the beginning, and is invisible to them when it occurs but they embrace what you've said.

5.2 Trigger a "That's Right" with a summary

1. Effective pauses: allow counterpart to keep talking and drain their emotions from the dialogue
2. Minimal encouragements: (yes, ok, uh-huh, I see) to note paying attention
3. Mirroring: repeat back
4. Labeling: give counterpart's feelings a name and identify (*it all seems so tragically unfair, I can see why you sound so angry*)
5. Paraphrase: repeat in own words to show you understand

6. Summarize: combine rearticulation of meaning and underlying feelings. Paraphrasing + Labelling gets “that’s right”

5.3 “That’s right” is great but if “You’re right”, nothing changes

Hearing “that’s right” is a winning strategy but “you’re right” is a disaster. Linebacker example: *You seem to think it’s unmanly to dodge a block? You think it’s cowardly to get out of someone’s way?*

5.4 Using “That’s right” to me the sale

Using “That’s right” drops counterpart’s guard down so they can listen intently. Want to lead to something you know is true: *You seem to tailor specific treatments and medications for each patient.* Also let counterpart explain and then tout how your product can fit in their routine

5.5 Using “That’s right” for career success

There’s always leverage that can be used in an argument.

5.5.1 Don’t Compromise

Compromising happens as a safe and easy way out. Don’t do that, find the novel solutions. No deal is better than a bad deal.

5.5.2 Deadlines: Make time your ally

Deadlines are often arbitrary and flexible, also it’s beneficial to let your counterpart know your deadline.

5.5.3 No such thing as fair

Decisions are based on emotions

5.5.4 The f-word: why it’s so powerful and when to use it

6. Bend Their Reality

7. Create the Illusion of Control

8. Guarantee Execution

9. Bargain Hard

10. Find the Black Swan