



MISTAKES

- HAVE INFORMATION DIFFERENT ON YOU
- BY COMPANY RULES
- HIDDEN TO YOU
- 1) THEY ARE ILL-INFORMED
- 2) THEY ARE CONSTRAINED
- 3) THEY HAVE OTHER INTEREST

THE THREE TYPES OF LEVERAGE

- POSITIVE**: WHEN YOU CAN GIVE SOMETHING TO THE OPPONENT
 - "I WANT TO BUY YOUR CAR"
- NEGATIVE**: ABILITY TO MAKE THE COUNTERPART SUFFER
 - "IT SEEMS LIKE YOU DON'T..."
 - "IF YOU DON'T FULFILL YOUR COMMITMENT YOUR BILL/ETC..., I WILL DESTROY YOUR REPUTATION"
- NORMATIVE**: "IS USING THE OTHER PARTY'S NORMS AND STANDARDS TO ADVANCE YOUR POSITION"
 - RELIGION
 - THE MARKET, THE EXPERTS, GOD, SOCIETY...
 - A GOOD REASON FOR MOTIVATION

BARGAIN HARD

- REST ON YOUR SIDE**: THANKS EVERY TIME YOUR OPPONENT DO PROPOSAL (3 TIME ALMOST)
- NEGOTIATION STYLE**:
 - ANALYST**: METHODICAL AND DILIGENT, NOT EMOTIONAL, CAN WILL GIVE YOU A PIECE, IF YOU DON'T, HE DISENGAGE, REMEMBER TO SMILE AND LEAVE THE TIME TO THINK TO YOUR OPPONENT, SILENCE MEANS THEY WANT TO THINK
 - ACCOMODATOR**: THEY LOVE WIN-WIN, FOCUSED ON PERSON, DONT SACRIFICE YOUR OBJECTIONS - ATTENTION TO EXCESS CHITCHAT
 - ASSERTIVE**: TIME IS MONEY, LOVE TO WIN, AGGRESSIVE COMMUNICATION STYLE, EVERY SILENCE IS AN OPPORTUNITY TO SPEAK MORE, ATTENTION TO THE TONE - CALIBRATE QUESTIONS AND LABELS
- ZOPA - ZONE OF POSSIBLE AGREEMENT**: 35%-65% LAW
 - 1) SET YOUR TARGET PRICE (YOUR GOAL)
 - 2) SET YOUR FIRST OFFER AT 65 PERCENT OF YOUR TARGET PRICE
 - 3) CALCULATE THREE RAISES OF DECREASING INCREMENTS (to 85, 95 and 100 percent)
 - 4) USE LOTS OF EMPATHY AND DIFFERENT WAYS OF SAYING "NO" TO GET THE OTHER SIDE TO COUNTER BEFORE YOU INCREASE YOUR OFFER
 - 5) WHEN CALCULATE THE FINAL AMOUNT, USE PRECISE, NON ROUND NUMBERS LIKE, SAY, \$37893 RATHER THAN \$38000. IT GIVES THE NUMBER CREDIBILITY AND WEIGHT
 - 6) ON YOUR FINAL NUMBER, THROW IN A NON MONETARY ITEM (THAT THEY PROBABLY DON'T WANT) TO SHOW YOU'RE AT YOUR LIMIT
- "I" MESSAGE**:
 - THE BEST QUESTION IS NOT "WHY"
 - IS "I DON'T SEE HOW THAT WOULD EVER WORK"
 - THE ATTENTION IS ON THAT OR "WHY DID YOU DO THAT"
 - FOR STRATEGIC BOUNDING
 - "I'M SORRY, THIS DON'T WORK FOR ME"
 - "I FEEL ... WHEN YOU ... BECAUSE ..."
 - NO AGGRESSIVE TONE

GUARANTEE EXECUTION

- "YES" IS NOTHING WITHOUT "HOW"**: IN A NEGOTIATION FOR MONEY ASK "HOW" IS BETTER THAT "NO"
 - BUILD TOGETHER THE PRICES, EX-LIST OF THINGS I CAN SALE
- PINOCCHIO EFFECT**: IN A STUDY OF THE COMPONENTS OF LYING, Harvard Business School professor Deepak Malhotra and his coauthors found that, on average, liars USE MORE WORDS than truth tellers and use FAR MORE THIRD-PERSON PRONOUNS. They start talking about him, her, it, one, they and their rather than I, in order to put some distance between themselves and the lie
 - humanize yourself, use your name - PAG 180
 - "I'm sorry but I'm afraid I just can't do that"
 - "NO" have alternative: PAGE 184

CREATE THE ILLUSION OF CONTROL

- DON'T TRY TO NEGOTIATE IN A FIREFIGHT**: THE IS ALWAYS A TEAM TO THE OTHER SIDE
- DIRECT QUESTION**: CAN BE CHANGE THE PERSON YOU SPEAK TO
 - "Hei dog, how do I know she's all right?"
 - "how" question
 - correct question
 - only a right answer
- SUSPEND UNBELIEF**: "Well, I put her on the phone"
- use calibrated question**:
 - What about this is important to you?
 - How can I help to make this better for us?
 - How would you like me to proceed?
 - What is that brought us into this situation?
 - How an we solve this problem?
 - What t he objective / What are we trying to accomplish here?
 - How am I suppose to do that?
- THE LISTENER CONTROL**:
 - DONT**: try to force your opponent to admit that you are tight, is always an accusation in any language, start question that start with "Why"
 - AVOID**: question that can be answered with "yes" or tiny part of information
 - ASK**: calibrated question that start with the words "How" or "What"
 - CALIBRATE**: your question to point your counterpart toward solving your problem
 - BYTE YOUR TONGUE**: no angry, no emotions, THERE IS ALWAYS A TEAM ON THE OTHER SIDE
- Example**: PAGE 156, PAGE 157, PAGE 158

SPEAK AT THE END

- I SUGGEST YOU LET THE OTHER SIDE ANCHOR MONETARY NEGOTIATIONS
- USE ODD NUMBERS, NOT CATTED OR ROUNDED
- PAGE 139

HOW AM I SUPPOSE TO DO THAT?

BECAUSE I HAVENT 50.000 BUCKS

GETTING TO YES METHOD

- OLD METHOD - RATIONAL**: FISHER AND URY, RATIONAL, NOT REALLY USEFUL WITH IRRATIONAL PEOPLE
- 1: SEPARATE THE PERSON FROM THE EMOTION**: BUT INSTEAD FOCUS ON THEIR INTEREST (WHY THEY ARE ASKING FOR IT), SO YOU CAN FIND WHAT THEY REALLY WANT
- 2: DON'T GET WRAPPED UP IN THE OTHER SIDE'S POSITION (WHAT THEY ARE ASKING FOR)**
- 3: WORK COOPERATIVELY TO GENERATE WIN-WIN OPTIONS**
- 4: ESTABLISH MUTUALLY AGREED-UPON STANDARDS FOR EVALUATING THOSE POSSIBLE SOLUTIONS.**

CALM THE COUNTERPART

- ACTIVE LISTENING**
- SLOW IT DOWN**
- USE THE VOICE**: DEEP, SOFT, SLOW ASSURING, AS A DJ, YOU FEEL CONTROL

MIRRORING

- REPEAT THE LAST THREE WORDS**: 70% BETTER THAT POSITIVE REINFORCE
- "THE OTHER CAR IS NOT OUT THERE BECAUSE YOU GUYS CHASED MY DRIVER AWAY..."**: MIRROR: "WE CHASED YOUR DRIVER AWAY?"

5 STEP

- 1. USE THE LATE-NIGHT FM DJ VOICE**: CALM AND SLOW, IF YOUR DONE PROPERLY YOU CREATE AN AURA SO AUTHORITY AND TRUSTWORTHINESS WITHOUT TRIGGERING DEFENSIVENESS, THE POSITIVE PLAYFUL VOICE. THE DEFAULT, TO RELAX AND SMILE, THE DIRECT OR ASSERTIVE VOICE. USED RARELY BECAUSE WILL CAUSE PROBLEMS
- 2. START WITH "IM SORRY..."**
- 3. MIRROR**: REPEAT THE LAST THREE WORDS (OR THE CRITICAL WORDS)
- 4. SILENCE**: AT LEAST FOUR SECONDS, TO LET THE MIRROR WORK ITS MAGIC ON YOUR COUNTERPART
- 5. REPEAT**

TACTICAL EMPATHY

- 1**:
 - A GOOD NEGOTIATOR IS PREPARED. A GREAT NEGOTIATORS IS PREPARED TI
 - 1. REVEAL THE SURPRISE HE IS CERTAIN TO FIND
 - 2. DON'T COMMIT THE ASSUMPTIONS, VIEW THEM AS HYPOTHESIS - THE NEGOTIATION IS THE TEST
 - 3. NEGOTIATION IS NOT A BATTLE, IS A PROCESS OF DISCOVERY, THE GOAL IS UNCOVER AS MUCH INFORMATION AS POSSIBLE
 - 4. MAKE YOUR SOLE FOCUS TO THE OTHER PERSON AND WHAT THEY HAVE TO SAY
 - 5. SLOW IT DOWN
 - 6. PUT A SMILE IN YOUR FACE
- 2**:
 - LABELING** is a way to validating someone's emotion by acknowledging it
 - EMOTION'S AREN'T THE OBSTACLE, THEY ARE THE MEANS
 - YOU WORRY THAT IF YOU OPEN THE DOOR, WE'LL COME IN WITH GUNS BLAZING
 - "IT SEEMS LIKE..."
 - YOU DON'T WANT TO GO BACK IN JAIL
 - "IT LOOKS LIKE..."
 - "IT SOUNDS LIKE..."
 - YOU CAN MOVE THE "PATIENT" TO A RATIONAL STATE IF HE UNDERSTAND THAT YOU EMPATHIZE HIS EMOTIONS AND THEN GO SILENT
 - NEUTRALIZE THE NEGATIVE AND REINFORCE THE POSITIVE
 - IF THE OTHER IS ANGRY
 - "IM AN ASSHOLE"
 - CREATE A COMMON DICTIONARY OF EMOTION AND YOU CAN GUIDE TO RATIONAL

BEWARE "YES" MASTER "NO"

- YES CAN BE FALSE**:
 - ESCAPE ROOT FOR DONT SAY NO
 - A CONFIRMATION "YES" IS A REFLEXIVE RESPONSE TO A BLACK AND WHITE QUESTION
 - ONLY A COMMITMENT "YES" IS A DEAL
- NO USUALLY IS TRUE**:
 - AFTER QUESTION YOU AN ASK: "IT SEEMS THERE'S SOMETHING WHERE THAT BOTHERS YOU - "NO"
 - "DO YOU WANT THE FBI TO BE EMBARRASSED? - NO"
 - NO IS BETTER OF YES
 - NO IS NOT FAILURE
 - BECAUSE NO IS PREDICABLE IN A NEGOTIATIONS, YES IS A COMMITMENT
 - 1-PAGE 86, 2-PAGE 90, 23% MORE SUCCESS BY 2

TRIGGER WORDS IN NEGOTIATION

- SAME AS YES**: REALLY BETTER THEN YES
- IS "THAT'S RIGHT"**:
 - SUMMARIZE AND REPEAT WITH THE SAME PATTERN OF THE COUNTERPART
 - SIGNALLED THAT THE NEGOTIATIONS COULD PROCEED FROM DEADLOCK
 - SIGNALLED THAT SOMETHING CHANGE IN THE MIND OF A COUNTERPART
 - PAGE 103
 - WARNING: "YOU'RE RIGHT" CHANGE ANYTHING

DON'T COMPROMISE

- NEVER SPLIT THE DIFFERENCE**
- COMPROMISE DONT PRODUCE STRATEGY**
- TRY A CREATIVE SOLUTION**
- TAKE YOUR TIME**:
 - "NO DEAL IS BETTER THAT A BAD DEAL"
 - IF THE OPPONENT KNOWS YOUR DEADLINE HE'LL GET TO THE REAL DEAL AND CONCESSION-MAKING MORE QUICKLY
 - THE DEADLINES ARE ALMOST NEVER IRONCLAD
- NO SUCH THINGS AS FAIR (there is no exact answer)**:
 - 10 \$ EXPERIMENT . YOU CAN OFFER TO OPPONENT
 - EVERYONE OFFER FROM 2 TO 8 \$
 - THE ONLY LOGICAL OFFER IS 1 \$
 - WHEN STUDENT UNDERSTAND ROCKS BECAUSE THEY THINK TO BE RATIONAL ACTORS
 - "WE JUST WANT WAS FAIR" IS THE RIGHT ANSWER
 - "...WE HAVE A FAIR OFFER"
 - "...SO PLEASE STOP ME AT ANY TIME IF YOU FEEL IM BEING UNFAIR"