

Never Split the Difference

Sonntag, 19. Januar 2025 13:29

General Ideas

- Prepare a Negotiation One Sheet before every negotiation
- The Scaries thing in negotiation is Conflict itself.
Embrace conflict and get used to it.
Lead people to examine what they really want and demand creativity towards a solution.

Negotiation One Sheet

- Summarize the tools you are planning to use

The Goal:	<ul style="list-style-type: none">• Go through the Best and Worse-Case scenarios• Set a specific goal for the best case• Write it down• Check it with others• Take it into the negotiation with you
Summary:	<ul style="list-style-type: none">• Make a list of all the facts that lead up to the negotiation• Collect assumptions about the others motives and background• Summarise the situation of the counterpart so that they would respond: "That's right"
Labels/Accusation Audit:	<ul style="list-style-type: none">• Prepare questions to test your assumptions• Test their situation, values and what they want/ don't want• Formulate them in form of labels:<ul style="list-style-type: none">• It seems like [...]
Calibrated Questions:	<ul style="list-style-type: none">• Prepare a few questions to reveal potential deal killers• Keep their perceived losses• Make them look good with your offer• Use "How" and "What" questions:<ul style="list-style-type: none">• How am I supposed to do this?• What are we trying to accomplish?• How does that help here?• How does this affect the rest of your team?
Noncash Offers	<ul style="list-style-type: none">• Prepare a list of alternative items you can offer the other person• Think about what could be of value for the other party

<div><div>The New Rules</div><div><ul style="list-style-type: none">Concentrate on<ul style="list-style-type: none">Calming them downEstablishing rapportGaining trustVerbalisation of needsShowing empathyPeople want to be understood. Show them you listen activelyNegotiation is<ol style="list-style-type: none">Information gatheringBehaviour influencing</div></div>	<div><div>2. Be a Mirror</div><div><ul style="list-style-type: none">Focus on gathering as much information as possibleQuestion the assumptions that underly the negotioationBe open to all possibilitiesLet the other person be the sole focus of the conversationIdentify what the other party really needsMake them feel heard and save, so they give you informationValidate their emotionsDon't rush. If you flow down you calm down the situation</div><div><div>3 Tones of Voice</div><table><tr><th>Positive reassuring voice</th><th>Late-Night FM DJ voice</th><th>direct and assettive voice</th></tr><tr><td><ul style="list-style-type: none">SmileBe positive and playfulBe light and encouragingUse this voice most of the time</td><td><ul style="list-style-type: none">Use a deep, soft, slow and reassuring voiceShow acceptance towards themUse short sentencesUse this voice in confrontation</td><td><ul style="list-style-type: none">Avoid this one</td></tr></table></div><div><div>Mirroring</div><ul style="list-style-type: none">Copy what the other person is doing/saying to comfort themRepeat the last few words of what they said back to themSummarise shortly what they just said<div><div>Confronting without Confrontation</div><ol style="list-style-type: none">Use Late-Night FM DJ VoiceStart with "I'm sorry..."MirrorBe silent for a few seconds.Repeat</div></div></div>	Positive reassuring voice	Late-Night FM DJ voice	direct and assettive voice	<ul style="list-style-type: none">SmileBe positive and playfulBe light and encouragingUse this voice most of the time	<ul style="list-style-type: none">Use a deep, soft, slow and reassuring voiceShow acceptance towards themUse short sentencesUse this voice in confrontation	<ul style="list-style-type: none">Avoid this one	<div><div>3. Label Their Pain</div><div><ul style="list-style-type: none">Make connecting with them your first goalAcknowledge their situationClear barriers for agreementLabel their fearsThink about what they could say agains you and say it first</div><div><div>Tactical Empathy</div><ul style="list-style-type: none">Recognize the perspective of the other and say it to themUse "It seems like..." and "It looks like..." sentences to adress their feelings, situation and fearsValidate emotions by acknowledging themLabel emotions to ease themGet the emotion they are in from their voice, body language and toneThink of the emotion behind their behaviour</div></div>	<div><div>4. Mastering "No"</div><div><ul style="list-style-type: none">Don't focus on getting a "Yes""No" is not bad. It just means "Wait" or that the other person is uncomfortable"No" is te start of negotiation not the end. Embrace itLet them say "No", pause, then ask solution based questions<ul style="list-style-type: none">What about this does not work for you?What would make it work for you?Let tem say "No" early on in the conversation so that they feel in control. E.g. start with "Is this a bad time to talk?"</div><div><div>3 Types of "Yes":</div><table><tr><td>Counterfit</td><td>They want to say "no" but say "yes" as an excuse</td></tr><tr><td>Confirmation</td><td>They just agree with you but don't commit to your offer</td></tr><tr><td>Commitment</td><td>They commit to your offer</td></tr></table><ul style="list-style-type: none">Be aware ot the types of yesesShoot for the commitment "Yes"<div><div>Starting Mails with "No" to get a respond</div><p>Make a statement they would answer with "No" to trigger a response: "Have you given up on this?"</p></div></div></div>	Counterfit	They want to say "no" but say "yes" as an excuse	Confirmation	They just agree with you but don't commit to your offer	Commitment	They commit to your offer	<div><div>5. Trigger a "That's right"</div><div><ul style="list-style-type: none">Having them respond "That's right!" is better than "Yes"Subtly lead them to finding your point for themselfsAvoid them saying: "You're right!"Use active Listening</div><div><div>Active Listening</div><ul style="list-style-type: none">Pause at the ringht moments to keep them talkingMinimal Encouragers: "Yes", "Ok", "Uh-huh", "I see"Use MirroringLabel their fears, situation and emotionsSummarise their words in your own</div></div>						
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<div><div>6. Bend their Reality</div><div><ul style="list-style-type: none">Meeting half way leads to bad deals fo both parties Try to use creative solutions to never split the differenceSet a deadline for your decisionSaying "Fair" makes others defensive If someone uses "Fair" against you, ask them to explain how you mistreated them. Tell them early in the negotiation, that you want them to feel treated fairly and they should tell you if they feel otherwise.Anchor the startingpoint of the conversation with an anchor. Tell them how bad it will be in advance so they perceive it as better.People risk more to avoid loss than to gain something. Show them, that they have something concrete to loose.Certainty Effekt: People are more drawn to sure things, even if a propable outcome might be a better chance.Let the other party make the first offer. Prepare yourself to deny that offer.Use a range and state specific numbers (101,5k to 124,7k)Surprise them with a gift</div></div>	<div><div>7. Create an Illusion of Control</div><div><ul style="list-style-type: none">Avoid "Yes or No" and "Why" questions Avoid: can, is, are, do or doesUse calibrated "How" and "What" or "When"/"Where" questions Use them to get the other solve your problem.Use soft language like: perhabs, maybe, I think, it seems<ul style="list-style-type: none">Don't disagree. Use: "How am I supposed to do that?"<ul style="list-style-type: none">How can we solve this problem?How can I help to make this better for us?Don't react to attacks Ask calibrated questionsif sou get something, give something in return</div></div>	<div><div>8. Guarantee Execution</div><div><ul style="list-style-type: none">Don't say "No" Ask "How" Deny politely Say "I'm sorry, no!"Be aware if there are other people involved behind the scenes<div><div>7-38-55% rule</div><p>A message is 7% words 38% tone of voice and 55% body language. Pay attention to the details. Get Face-time woth them as much as possible.</p></div><ul style="list-style-type: none">Let them commit to your agreement at least 3 times Ask How questions in different waysTell them your name to build a relationship<div><div>How to identify lies:</div><ul style="list-style-type: none">Liars use more wordsLiars use more third person pronouns (him, her, it)</div></div></div>	<div><div>9. Bargain Hard</div><div><ul style="list-style-type: none">After using the techniques before go into conflictPrepare labiles, calibrated questions and responses beforehandBe ready to walk awayDon't use ZOPA Zone = Zone of possible agreementLead with a ridiculous offer as an anchorAsk:<ul style="list-style-type: none">What are we trying to accomplish here?What would make this a good deal?What else would you be able to offer me to make that a good price for me?</div><div><div>3 Types of negotiations</div><table><tr><th>Type</th><th>Characteristics</th><th>How to handle</th></tr><tr><td>Analyst:</td><td><ul style="list-style-type: none">Methodical, diligentIn no rushDon't show emotionAre preparedHate surprisessceptical</td><td><ul style="list-style-type: none">Ask less questionsDon't expect fast answersGive them something in return for information</td></tr><tr><td>Accomodator:</td><td><ul style="list-style-type: none">Love win-winHappy as long as they communicateEasy to talk toFriendlyPleasant voicePeace seekingOptimisticFear conflict</td><td><ul style="list-style-type: none">Build a relationshipListen and tals about their ideasAsk questions to the implementation</td></tr><tr><td>Assertive:</td><td><ul style="list-style-type: none">Beliefs time is moneyPrioritizes winningWants to be heardNeglects the needs of othersDon't listen to you until feels heard</td><td><ul style="list-style-type: none">Focus on what they have to sayGet an "That's right!"Watch your toneGive something in return of information</td></tr></table></div></div>	Type	Characteristics	How to handle	Analyst:	<ul style="list-style-type: none">Methodical, diligentIn no rushDon't show emotionAre preparedHate surprisessceptical	<ul style="list-style-type: none">Ask less questionsDon't expect fast answersGive them something in return for information	Accomodator:	<ul style="list-style-type: none">Love win-winHappy as long as they communicateEasy to talk toFriendlyPleasant voicePeace seekingOptimisticFear conflict	<ul style="list-style-type: none">Build a relationshipListen and tals about their ideasAsk questions to the implementation	Assertive:	<ul style="list-style-type: none">Beliefs time is moneyPrioritizes winningWants to be heardNeglects the needs of othersDon't listen to you until feels heard	<ul style="list-style-type: none">Focus on what they have to sayGet an "That's right!"Watch your toneGive something in return of information	<div><div>10. Find the Black Swan</div><div><ul style="list-style-type: none">Black Swan = unknown unknowns something you don't know that you don't knowDokument every encounter. Discuss notes with othersIf someone seems crazy, look for false assumptions and hidden desiresIf someone pulls back from a yes, look what constrains their decisionInformation at the beginning and end of a conversation is most important</div><div><div>Uncovering Black Swans</div><ul style="list-style-type: none">Ask a lot of questionsLook for inconsistencies in their words and behaviour (7-38-55-rule)Look for small pauses signalig discomfort</div><div><div>3 Types of Leverage</div><table><tr><td>Positive</td><td>= Ability to give them something they want<ul style="list-style-type: none">Look for statements lie: "I want..."</td></tr><tr><td>Negative</td><td>= Ability to take something they don't want to loose<ul style="list-style-type: none">Look for whos oppinion they value, what status means to them and their worries</td></tr><tr><td>Normative</td><td>= Using their norms to convince them<ul style="list-style-type: none">Find out their beliefs and valuesLook for inconsistencies between their beliefs and actions. 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