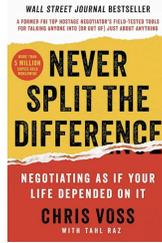


Your Kindle Notes For:



Never Split the Difference: Negotiating As If Your Life Depended On It

Chris Voss and Tahl Raz

142 Highlight(s) | 0 Note(s)

Location: 72

I was employing what had become one of the FBI's most potent negotiating tools: the open-ended question.

Location: 195

This mentality baffled Kahneman, who from years in psychology knew that, in his words, "[I]t is self-evident that people are neither fully rational nor completely selfish, and that their tastes are anything but stable."

Location: 250

It all starts with the universally applicable premise that people want to be understood and accepted.

Location: 251

Listening is the cheapest, yet most effective concession we can make to get there. By listening intensely, a negotiator demonstrates empathy and shows a sincere desire to better understand what the other side is experiencing.

Location: 257

Contrary to popular opinion, listening is not a passive activity. It is the most active thing you can do.

Location: 272

Negotiation as you'll learn it here is nothing more than communication with results.

Location: 308

Here, you'll learn why you should strive for "That's right" instead of "Yes" at every stage of a negotiation, and how to identify, rearticulate, and emotionally affirm your counterpart's worldview with Summaries and Paraphrasing.

Location: 332

Just remember, to successfully negotiate it is critical to prepare.

Location: 391

reminder to my colleagues and me that until you know what you're dealing with, you don't know what you're dealing with.

Location: 410

We are easily distracted. We engage in selective listening, hearing only what we want to hear, our minds acting on a cognitive bias for consistency rather than truth. And that's just the start.

Location: 449

The problem was, we were in too much of a hurry, driving too hard toward a quick solution; trying to be a problem solver, not a people mover.

Location: 481

When we radiate warmth and acceptance, conversations just seem to flow. When we enter a room with a level of comfort and enthusiasm, we attract people toward us. Smile at someone on the street, and as a reflex they'll smile back. Understanding that reflex and putting it into practice is critical to the success of just about every negotiating skill there is to learn.

Location: 527

Mirroring, also called isopraxism, is essentially imitation.

Location: 531

We fear what's different and are drawn to what's similar. As the saying goes, birds of a feather flock together.

Location: 644

As I've worked with executives and students to develop these skills, I always try to reinforce the message that being right isn't the key to a successful negotiation—having the right mindset is.

Location: 654

It's just four simple steps: 1. Use the late-night FM DJ voice. 2. Start with "I'm sorry . . ." 3. Mirror. 4. Silence. At least four seconds, to let the mirror work its magic on your counterpart. 5. Repeat.

Location: 665

Every time you mirror someone, they will reword what they've said.

Location: 693

People who view 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.

Location: 723

Emotions aren't the obstacles, they are the means.

Location: 743

"We didn't want to get caught or get shot, but you calmed us down," they said. "We finally believed you wouldn't go away, so we just came out."

Location: 749

That's an academic way of saying that empathy is paying attention to another human being, asking what they are feeling, and making a commitment to understanding their world.

Location: 777

Politics aside, empathy is not about being nice or agreeing with the other side. It's about understanding them. Empathy helps us learn the position the enemy is in, why their actions make sense (to them), and what might move them.

Location: 789

We didn't just put ourselves in the fugitives' shoes. We spotted their feelings, turned them into words, and then very calmly and respectfully repeated their emotions back to them. In a negotiation, that's called labeling.

Location: 803

The first step to labeling is detecting the other person's emotional state.

Location: 804

most of the time you'll have a wealth of information from the other person's words, tone, and body language. We call that trinity "words, music, and dance."

Location: 815

It seems like . . . It sounds like . . . It looks like . . . Notice we said “It sounds like . . .” and not “I’m hearing that . . .” That’s because the word “I” gets people’s guard up. When you say “I,” it says you’re more interested in yourself than the other person, and it makes you take personal responsibility for the words that follow—and the offense they might cause.

Location: 821

The last rule of labeling is silence. Once you’ve thrown out a label, be quiet and listen. We all have a tendency to expand on what we’ve said, to finish, “It seems like you like the way that shirt looks,” with a specific question like “Where did you get it?” But a label’s power is that it invites the other person to reveal himself.

Location: 851

Try this the next time you have to apologize for a bone-headed mistake. Go right at it. The fastest and most efficient means of establishing a quick working relationship is to acknowledge the negative and diffuse it. Whenever I was dealing with the family of a hostage, I started out by saying I knew they were scared. And when I make a mistake—something that happens a lot—I always acknowledge the other person’s anger. I’ve found the phrase “Look, I’m an asshole” to be an amazingly effective way to make problems go away. That approach has never failed me.

Location: 857

Instead of addressing his grumpy behavior, you acknowledge his sadness in a nonjudgmental way. You head him off before he can really get started. “We don’t see each other all that often,” you could say. “It seems like you feel like we don’t pay any attention to you and you only see us once a year, so why should you make time for us?” Notice how that acknowledges the situation and labels his sadness? Here you can pause briefly, letting him recognize and appreciate your attempts to understand what he’s feeling, and then turn the situation around by offering a positive solution.

Location: 861

“For us this is a real treat. We want to hear what you have to talk about. We want to value this time with you because we feel left out of your life.”

Blue highlight | Location: 862

Research shows that the best way to deal with negativity is to observe it, without reaction and without judgment. Then consciously label each negative feeling and replace it with positive, compassionate, and solution-based thoughts.

Location: 896

Empathy is a powerful mood enhancer.

Location: 940

The first step of doing so is listing every terrible thing your counterpart could say about you, in what I call an accusation audit.

Location: 1,117

“No” is the start of the negotiation, not the end of it. We’ve been conditioned to fear the word “No.” But it is a statement of perception far more often than of fact. It seldom means, “I have considered all the facts and made a rational choice.” Instead, “No” is often a decision, frequently temporary, to maintain the status quo. Change is scary, and “No” provides a little protection from that scariness.

Location: 1,210

Though the intensity may differ from person to person, you can be sure that everyone you meet is driven by two primal urges: the need to feel safe and secure, and the need to feel in control. If you satisfy those drives, you’re in the door.

Location: 1,212

Primal needs are urgent and illogical, so arguing them into a corner is just going to push your counterpart to flee with a counterfeit “Yes.”

Location: 1,237

That’s why I tell my students that, if you’re trying to sell something, don’t start with “Do you have a few minutes to talk?” Instead ask, “Is now a bad time to talk?” Either you get “Yes, it is a bad time” followed by a good time or a request to go away, or you get “No, it’s not” and total focus.

Location: 1,264

So let’s undress “No.” It’s a reaffirmation of autonomy. It is not a use or abuse of power; it is not an act of rejection; it is not a manifestation of stubbornness; it is not the end of the negotiation.

Location: 1,326

You provoke a “No” with this one-sentence email.

Location: 1,327

Have you given up on this project?

Location: 1,377

the Behavioral Change Stairway Model (BCSM). The model proposes five stages—active listening, empathy, rapport, influence, and behavioral change—that take any negotiator from listening to influencing behavior.

Location: 1,378

The origins of the model can be traced back to the great American psychologist Carl Rogers, who proposed that real change can only come when a therapist accepts the client as he or she is—an approach known as unconditional positive regard.

Location: 1,389

If you successfully take someone up the Behavioral Change Stairway, each stage attempting to engender more trust and more connection, there will be a breakthrough moment when unconditional positive regard is established and you can begin exerting influence.

Location: 1,391

After years of refining the BCSM and its tactics, I can teach anyone how to get to that moment.

Location: 1,394

As you'll soon learn, the sweetest two words in any negotiation are actually "That's right."

Blue highlight | Location: 1,461

We were going to use nearly every tactic in the active listening arsenal: 1. Effective Pauses: Silence is powerful. We told Benjie to use it for emphasis, to encourage Sabaya to keep talking until eventually, like clearing out a swamp, the emotions were drained from the dialogue. 2. Minimal Encouragers: Besides silence, we instructed using simple phrases, such as "Yes," "OK," "Uh-huh," or "I see," to effectively convey that Benjie was now paying full attention to Sabaya and all he had to say. 3. Mirroring: Rather than argue with Sabaya and try to separate Schilling from the "war damages," Benjie would listen and repeat back what Sabaya said. 4. Labeling: Benjie should give Sabaya's feelings a name and identify with how he felt. "It all seems so tragically unfair, I can now see why you sound so angry." 5. Paraphrase: Benjie should repeat what Sabaya is saying back to him in Benjie's own words. This, we told him, would powerfully show him you really do understand and aren't merely parroting his concerns. 6. Summarize: A good summary is the combination of rearticulating the meaning of what is said plus the acknowledgment of the emotions underlying that meaning (paraphrasing + labeling = summary).

Location: 1,489

"That's right" signaled that negotiations could proceed from deadlock. It broke down a barrier that was impeding progress. It created a realization point with our adversary where he actually agreed on a point without the feeling of having given in. It was a stealth victory.

Location: 1,494

In hostage negotiations, we never tried to get to “yes” as an endpoint. We knew that “yes” is nothing without “how.” And when we applied hostage negotiating tactics to business, we saw how “that’s right” often leads to the best outcomes.

Blue highlight | Location: 1,497

“THAT’S RIGHT” IS GREAT, BUT IF “YOU’RE RIGHT,” NOTHING CHANGES

Pink highlight | Location: 1,520

USING “THAT’S RIGHT” TO MAKE THE SALE Getting to “that’s right” helped one of my students in her job as a sales representative for a large pharmaceutical company. She was trying to sell a new product to a doctor who used similar medication. He was the largest user of this kind of medication in her territory. The sale was critical to her success. In her first appointments, the doctor dismissed her product. He said it was no better than the ones he was already using. He was unfriendly. He didn’t even want to hear her viewpoint. When she presented the positive attributes of her product, he interrupted her and knocked them down. Making the sales pitch, she soaked up as much as possible about the doctor. She learned that he was passionate about treating his patients. Each patient was special in his eyes. Improving their sense of calm and peace was the most important outcome for him. How could she put her understanding of his needs, desires, and passions to work for her? At her next visit, the doctor asked what medications she wanted to discuss. Rather than tout the benefits of her product, she talked about him and his practice. “Doctor,” she said, “the last time I was in we spoke about your patients with this condition. I remember thinking that you seemed very passionate about treating them, and how you worked hard to tailor the specific treatment to each and every patient.” He looked her in the eyes as if he were seeing her for the first time. “That’s right,” he said. “I really feel like I’m treating an epidemic that other doctors are not picking up on—which means that a lot of patients are not getting treated adequately.” She told him he seemed to have a deep understanding of how to treat these patients, especially because some of them didn’t respond to the usual medications. They talked about specific challenges he had confronted in treating his patients. He gave her examples. When he was finished, she summarized what he had said, especially the intricacies and problems in treatment. “You seem to tailor specific treatments and medications for each patient,” she said. “That’s right,” he responded. This was the breakthrough she had hoped to reach. The doctor had been skeptical and cold. But when she recognized his passion for his patients—using a summary—the walls came down. He dropped his guard, and she was able to gain his trust. Rather than pitch her product, she let him describe his treatment and procedures. With this, she learned how her medication would fit into his practice. She then paraphrased what he said about the challenges of his practice and reflected them back to him. Once the doctor signaled his trust and rapport, she could tout the attributes of her product and describe precisely how it would help him reach the outcomes he desired for his patients. He listened intently. “It might be perfect for treating a patient who has not benefited from the medication I have been prescribing,” he told her. “Let me give yours a try.” She made the... Some highlights have been hidden or truncated due to export limits.

Location: 1,595

Use a summary to trigger a “that’s right.” The building blocks of a good summary are a label combined with paraphrasing. Identify, rearticulate, and emotionally affirm “the world according to . . .”

Location: 1,617

when you get a call from brutal criminals who say they’ll kill your aunt unless you pay them immediately, it seems impossible to find leverage in the situation. So you pay the ransom and they release your relative, right? Wrong. There’s always leverage. Negotiation is never a linear formula: add X to Y to get Z. We all have irrational blind spots, hidden needs, and undeveloped notions.

Location: 1,642

I’m here to call bullshit on compromise right now. We don’t compromise because it’s right; we compromise because it is easy and because it saves face. We compromise in order to say that at least we got half the pie. Distilled to its essence, we compromise to be safe. Most people in a negotiation are driven by fear or by the desire to avoid pain. Too few are driven by their actual goals.

Location: 1,661

Deadlines are often arbitrary, almost always flexible, and hardly ever trigger the consequences we think—or are told—they will. Deadlines are the bogeymen of negotiation, almost exclusively self-inflicted figments of our imagination, unnecessarily unsettling us for no good reason. The mantra we coach our clients on is, “No deal is better than a bad deal.” If that mantra can truly be internalized, and clients begin to believe they’ve got all the time they need to conduct the negotiation right, their patience becomes a formidable weapon.

Location: 1,676

To gauge the level of a particular threat, we’d pay attention to how many of the four questions—What? Who? When? And how?—were addressed.

Location: 1,703

Moore discovered that when negotiators tell their counterparts about their deadline, they get better deals. It’s true. First, by revealing your cutoff you reduce the risk of impasse. And second, when an opponent knows your deadline, he’ll get to the real deal- and concession-making more quickly. I’ve got one final point to make before we move on: Deadlines are almost never ironclad. What’s more important is engaging in the process and having a feel for how long that will take. You may see that you have more to accomplish than time will actually allow before the clock runs out.

Pink highlight | Location: 1,708

NO SUCH THING AS FAIR In the third week of my negotiations class, we play my favorite type of game, that is, the kind that shows my students how much they don't understand themselves (I know—I'm cruel). It's called the Ultimatum Game, and it goes like this: After the students split into pairs of a "proposer" and an "accepter," I give each proposer \$10. The proposer then has to offer the accepter a round number of dollars. If the accepter agrees he or she receives what's been offered and the proposer gets the rest. If the accepter refuses the offer, though, they both get nothing and the \$10 goes back to me. Whether they "win" and keep the money or "lose" and have to give it back is irrelevant (except to my wallet). What's important is the offer they make. The truly shocking thing is that, almost without exception, whatever selection anyone makes, they find themselves in a minority. No matter whether they chose \$6/\$4, \$5/\$5, \$7/\$3, \$8/\$2, etc., they look around and are inevitably surprised to find no split was chosen far more than any other. In something as simple as merely splitting \$10 of "found" money, there is no consensus of what constitutes a "fair" or "rational" split. After we run this little experiment, I stand up in front of the class and make a point they don't like to hear: the reasoning each and every student used was 100 percent irrational and emotional. "What?" they say. "I made a rational decision." Then I lay out how they're wrong. First, how could they all be using reason if so many have made different offers? That's the point: They didn't. They assumed the other guy would reason just like them. "If you approach a negotiation thinking that the other guy thinks like you, you're wrong," I say. "That's not empathy; that's projection." And then I push it even further: Why, I ask, did none of the proposers offer \$1, which is the best rational offer for them and logically unrejectable for the accepter? And if they did and they got rejected—which happens—why did the accepter turn them down? "Anyone who made any offer other than \$1 made an emotional choice" I say. "And for you accepters who turned down \$1, since when is getting \$0 better than getting \$1? Did the rules of finance suddenly change?" This rocks my students' view of themselves as rational actors. But they're not. None of us are. We're all irrational, all emotional. Emotion is a necessary element to decision making that we ignore at our own peril. Realizing that hits people hard between the eyes.

Location: 1,741

Most people make an irrational choice to let the dollar slip through their fingers rather than to accept a derisory offer, because the negative emotional value of unfairness outweighs the positive rational value of the money.

Location: 1,770

The best response either way is to take a deep breath and restrain your desire to concede. Then say, "Okay, I apologize. Let's stop everything and go back to where I started treating you unfairly and we'll fix it."

Location: 1,778

If you find yourself in this situation, the best reaction is to simply mirror the “F” that has just been lobbed at you. “Fair?” you’d respond, pausing to let the word’s power do to them as it was intended to do to you. Follow that with a label: “It seems like you’re ready to provide the evidence that supports that,” which alludes to opening their books or otherwise handing over information that will either contradict their claim to fairness or give you more data to work with than you had previously. Right away, you declaw the attack.

Location: 1,783

Here’s how I use it: Early on in a negotiation, I say, “I want you to feel like you are being treated fairly at all times. So please stop me at any time if you feel I’m being unfair, and we’ll address it.”

Location: 1,791

If you can get the other party to reveal their problems, pain, and unmet objectives—if you can get at what people are really buying—then you can sell them a vision of their problem that leaves your proposal as the perfect solution.

Location: 1,812

. And people will take greater risks to avoid losses than to achieve gains. That’s called Loss Aversion. That’s why people who statistically have no need for insurance buy it. Or consider this: a person who’s told he has a 95 percent chance of receiving \$10,000 or a 100 percent chance of getting \$9,499 will usually avoid risk and take the 100 percent certain safe choice, while the same person who’s told he has a 95 percent chance of losing \$10,000 or a 100 percent chance of losing \$9,499 will make the opposite choice, risking the bigger 95 percent option to avoid the loss. The chance for loss incites more risk than the possibility of an equal gain.

Location: 1,852

That said, you’ve got to be careful when you let the other guy anchor. You have to prepare yourself psychically to withstand the first offer. If the other guy’s a pro, a shark, he’s going to go for an extreme anchor in order to bend your reality. Then, when they come back with a merely absurd offer it will seem reasonable, just like an expensive \$400 iPhone seems reasonable after they mark it down from a crazy \$600.

Location: 1,869

Research shows that people who hear extreme anchors unconsciously adjust their expectations in the direction of the opening number.

Location: 1,890

The biggest thing to remember is that numbers that end in 0 inevitably feel like temporary placeholders, guesstimates that you can easily be negotiated off of. But anything you throw out

that sounds less rounded—say, \$37,263—feels like a figure that you came to as a result of thoughtful calculation. Such numbers feel serious and permanent to your counterpart, so use them to fortify your offers.

Location: 1,938

Ask: “What does it take to be successful here?”

Location: 1,942

The key issue here is if someone gives you guidance, they will watch to see if you follow their advice. They will have a personal stake in seeing you succeed. You’ve just recruited your first unofficial mentor.

Location: 1,971

Something that bends your counterpart’s reality must be cheating, right? In response, let me just say that these tools are used by all the best negotiators because they simply recognize the human psyche as it is. We are emotional, irrational beasts who are emotional and irrational in predictable, pattern-filled ways. Using that knowledge is only, well, rational.

Location: 1,977

Splitting the difference is wearing one black and one brown shoe, so don’t compromise. Meeting halfway often leads to bad deals for both sides.

Location: 1,980

When your counterpart drops the F-bomb, don’t get suckered into a concession. Instead, ask them to explain how you’re mistreating them.

Location: 1,984

People will take more risks to avoid a loss than to realize a gain. Make sure your counterpart sees that there is something to lose by inaction.

Location: 2,087

That’s when I realized that what we had been doing wasn’t communication; it was verbal flexing. We wanted them to see things our way and they wanted us to see it their way. If you let this dynamic loose in the real world, negotiation breaks down and tensions flare.

Location: 2,096

And all negotiation, done well, should be an information-gathering process that vests your counterpart in an outcome that serves you.

Location: 2,119

It's a natural and normal question, not a request for a fact. It's a "how" question, and "how" engages because "how" asks for help.

Location: 2,122

And the secret to gaining the upper hand in a negotiation is giving the other side the illusion of control.

Location: 2,130

As the saying goes, the best way to ride a horse is in the direction in which it is going.

Location: 2,132

"Unbelief is the friction that keeps persuasion in check," Dutton says. "Without it, there'd be no limits."

Location: 2,144

As an old Washington Post editor named Robert Estabrook once said, "He who has learned to disagree without being disagreeable has discovered the most valuable secret of negotiation."

Location: 2,149

ask for help with one of the greatest-of-all-time calibrated questions: "How am I supposed to do that?" The critical part of this approach is that you really are asking for help and your delivery must convey that. With this negotiating scheme, instead of bullying the clerk, you're asking for their advice and giving them the illusion of control.

Blue highlight | Location: 2,158

"How am I supposed to do that?"

Location: 2,169

Like the softening words and phrases "perhaps," "maybe," "I think," and "it seems," the calibrated open-ended question takes the aggression out of a confrontational statement or close-ended request that might otherwise anger your counterpart.

Pink highlight | Location: 2,180

First off, calibrated questions avoid verbs or words like "can," "is," "are," "do," or "does." These are closed-ended questions that can be answered with a simple "yes" or a "no." Instead, they start with a list of words people know as reporter's questions: "who," "what," "when," "where," "why," and "how." Those words inspire your counterpart to think and then speak expansively. But

let me cut the list even further: it's best to start with "what," "how," and sometimes "why." Nothing else. "Who," "when," and "where" will often just get your counterpart to share a fact without thinking. And "why" can backfire. Regardless of what language the word "why" is translated into, it's accusatory. There are very rare moments when this is to your advantage.

Location: 2,190

Having just two words to start with might not seem like a lot of ammunition, but trust me, you can use "what" and "how" to calibrate nearly any question. "Does this look like something you would like?" can become "How does this look to you?" or "What about this works for you?" You can even ask, "What about this doesn't work for you?" and you'll probably trigger quite a bit of useful information from your counterpart.

Blue highlight | Location: 2,196

"What is the biggest challenge you face?"

Blue highlight | Location: 2,197

Here are some other great standbys that I use in almost every negotiation, depending on the situation: ■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 it that brought us into this situation? ■How can we solve this problem? ■What's the objective? / What are we trying to accomplish here? ■How am I supposed to do that?

Location: 2,203

The implication of any well-designed calibrated question is that you want what the other guy wants but you need his intelligence to overcome the problem.

Location: 2,224

The very first thing I talk about when I'm training new negotiators is the critical importance of self-control. If you can't control your own emotions, how can you expect to influence the emotions of another party?

Location: 2,276

As you put listener's judo into practice, remember the following powerful lessons: ■Don't try to force your opponent to admit that you are right. Aggressive confrontation is the enemy of constructive negotiation. ■Avoid questions that can be answered with "Yes" or tiny pieces of information. These require little thought and inspire the human need for reciprocity; you will be expected to give something back. ■Ask calibrated questions that start with the words "How" or "What." By implicitly asking the other party for help, these questions will give your counterpart an illusion of control and will inspire them to speak at length, revealing important information. ■Don't ask questions that start with "Why" unless you want your counterpart to defend a goal

that serves you. “Why” is always an accusation, in any language. ■ Calibrate your questions to point your counterpart toward solving your problem. This will encourage them to expend their energy on devising a solution. ■ Bite your tongue. When you’re attacked in a negotiation, pause and avoid angry emotional reactions. Instead, ask your counterpart a calibrated question. ■ There is always a team on the other side. If you are not influencing those behind the table, you are vulnerable.

Location: 2,310

The point here is that your job as a negotiator isn’t just to get to an agreement. It’s getting to one that can be implemented and making sure that happens. Negotiators have to be decision architects: they have to dynamically and adaptively design the verbal and nonverbal elements of the negotiation to gain both consent and execution.

Pink highlight | Location: 2,313

“Yes” is nothing without “How.” While an agreement is nice, a contract is better, and a signed check is best. You don’t get your profits with the agreement. They come upon implementation. Success isn’t the hostage-taker saying, “Yes, we have a deal”; success comes afterward, when the freed hostage says to your face, “Thank you.”

Blue highlight | Location: 2,376

Starting with José’s kidnapping, “How am I supposed to do that?” became our primary response to a kidnapper

Location: 2,387

A deal is nothing without good implementation. Poor implementation is the cancer that eats your profits.

Location: 2,389

People always make more effort to implement a solution when they think it’s theirs. That is simply human nature. That’s why negotiation is often called “the art of letting someone else have your way.”

Blue highlight | Location: 2,391

There are two key questions you can ask to push your counterparts to think they are defining success their way: “How will we know we’re on track?” and “How will we address things if we find we’re off track?” When they answer, you summarize their answers until you get a “That’s right.” Then you’ll know they’ve bought in.

Location: 2,420

“How does this affect the rest of your team?” or “How on board are the people not on this call?” or simply “What do your colleagues see as their main challenges in this area?”

Location: 2,426

At the end of the day, the deal killers often are more important than the deal makers.

Blue highlight | Location: 2,438

We could have avoided all that had we asked a few calibrated questions, like: How does this affect everybody else? How on board is the rest of your team? How do we make sure that we deliver the right material to the right people? How do we ensure the managers of those we’re training are fully on board?

Location: 2,489

THE 7-38-55 PERCENT RULE

Location: 2,509

The Rule of Three is simply getting the other guy to agree to the same thing three times in the same conversation. It’s tripling the strength of whatever dynamic you’re trying to drill into at the moment. In doing so, it uncovers problems before they happen. It’s really hard to repeatedly lie or fake conviction.

Blue highlight | Location: 2,516

“What’s the biggest challenge you faced? What are we up against here? What do you see as being the most difficult thing to get around?”

Location: 2,522

In a study of the components of lying,² 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.

Location: 2,554

So I decided to try another angle. I said in a friendly manner, “My name is Chris. What’s the Chris discount?”

Blue highlight | Location: 2,564

The first step in the “No” series is the old standby: “How am I supposed to do that?”

Blue highlight | Location: 2,566

“Your offer is very generous, I’m sorry, that just doesn’t work for me” is an elegant second way to say “No.”

Blue highlight | Location: 2,569

“I’m sorry but I’m afraid I just can’t do that.” It’s a little more direct, and the “can’t do that” does great double duty. By expressing an inability to perform, it can trigger the other side’s empathy toward you.

Location: 2,647

Humor and humanity are the best ways to break the ice and remove roadblocks.

Location: 2,722

To be good, you have to learn to be yourself at the bargaining table. To be great you have to add to your strengths, not replace them.

Location: 2,769

Most of all, the Assertive wants to be heard. And not only do they want to be heard, but they don’t actually have the ability to listen to you until they know that you’ve heard them. They focus on their own goals rather than people. And they tell rather than ask.

Location: 2,781

We’ve seen how each of these groups views the importance of time differently (time = preparation; time = relationship; time = money). They also have completely different interpretations of silence.

Location: 2,784

for an Accommodator type, silence is anger. For Analysts, though, silence means they want to think. And Assertive types interpret your silence as either you don’t have anything to say or you want them to talk. I’m one, so I know: the only time I’m silent is when I’ve run out of things to say. The funny thing is when these cross over. When an Analyst pauses to think, their Accommodator counterpart gets nervous and an Assertive one starts talking, thereby annoying the Analyst, who thinks to herself, Every time I try to think you take that as an opportunity to talk some more. Won’t you ever shut up? Before we move on I want to talk about why people often fail to identify their counterpart’s style. The greatest obstacle to accurately identifying someone else’s style is what I call the “I am normal” paradox. That is, our hypothesis that the world should look to others as it looks to us. After all, who wouldn’t make that assumption? But while innocent and understandable, thinking you’re normal is one of the most damaging assumptions in negotiations. With it, we unconsciously project our own style on the other side. But with three types of negotiators in the world, there’s a 66 percent chance your counterpart has a different style than yours. A different “normal.”

Location: 2,799

The Black Swan rule is don't treat others the way you want to be treated; treat them the way they need to be treated.

Location: 2,879

When you want to counteract unproductive statements from your counterpart, you can say, "I feel ___ when you ___ because ___," and that demands a time-out from the other person. But be careful with the big "I": You have to be mindful not to use a tone that is aggressive or creates an argument. It's got to be cool and level.

Location: 2,884

Never be needy for a deal.

Location: 2,888

The person across the table is never the problem. The unsolved issue is. So focus on the issue.

Pink highlight | Location: 2,909

The Ackerman model is an offer-counteroffer method, at least on the surface. But it is a very effective system for beating the usual lackluster bargaining dynamic, which has the predictable result of meeting in the middle. The systematized and easy-to-remember process has only four steps: 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 calculating the final amount, use precise, nonround numbers like, say, \$37,893 rather than \$38,000. It gives the number credibility and weight. 6. On your final number, throw in a nonmonetary item (that they probably don't want) to show you're at your limit. The genius of this system is that it incorporates the psychological tactics we've discussed—reciprocity, extreme anchors, loss aversion, and so on—without you needing to think about them.

Location: 3,075

Every case is new. We must let what we know—our known knowns—guide us but not blind us to what we do not know; we must remain flexible and adaptable to any situation; we must always retain a beginner's mind; and we must never overvalue our experience or undervalue the informational and emotional realities served up moment by moment in whatever situation we face.

Location: 3,090

This is vital to people of all walks of life, from negotiators to inventors and marketers. What you don't know can kill you, or your deal. But to find it out is incredibly difficult.

Location: 3,092

The world didn't tell Steve Jobs that it wanted an iPad: he uncovered our need, that Black Swan, without us knowing the information was there.

Location: 3,097

It is the person best able to unearth, adapt to, and exploit the unknowns that will come out on top.

Location: 3,101

Don't look to verify what you expect. If you do, that's what you'll find. Instead, you must open yourself up to the factual reality that is in front of you.

Blue highlight | Location: 3,104

"Why are they communicating what they are communicating right now?"

Location: 3,105

Remember, negotiation is more like walking on a tightrope than competing against an opponent. Focusing so much on the end objective will only distract you from the next step, and that can cause you to fall off the rope. Concentrate on the next step because the rope will lead you to the end as long as all the steps are completed.

Location: 3,139

Positive leverage should improve your psychology during negotiation.

Location: 3,147

As effective negotiators have long known and psychologists have repeatedly proved, potential losses loom larger in the human mind than do similar gains.

Location: 3,153

That said, a word of warning: I do not believe in making direct threats and am extremely careful with even subtle ones. Threats can be like nuclear bombs. There will be a toxic residue that will be difficult to clean up. You

Location: 3,155

If you shove your negative leverage down your counterpart's throat, it might be perceived as you taking away their autonomy. People will often sooner die than give up their autonomy. They'll at least act irrationally and shut off the negotiation.

Location: 3,181

In any negotiation, but especially in a tense one like this, it's not how well you speak but how well you listen that determines your success.

Location: 3,215

By positioning your demands within the worldview your counterpart uses to make decisions, you show them respect and that gets you attention and results. Knowing your counterpart's religion is more than just gaining normative leverage per se. Rather, it's gaining a holistic understanding of your counterpart's worldview—in this case, literally a religion—and using that knowledge to inform your negotiating moves.

Location: 3,233

Research by social scientists has confirmed something effective negotiators have known for ages: namely, we trust people more when we view them as being similar or familiar.

Location: 3,262

Research studies have shown that people respond favorably to requests made in a reasonable tone of voice and followed with a "because" reason.

Location: 3,329

when you recognize that your counterpart is not irrational, but simply ill-informed, constrained, or obeying interests that you do not yet know, your field of movement greatly expands.

Location: 3,345

the only way the process was going to move forward was through direct human interaction.

Location: 3,352

During a typical business meeting, the first few minutes, before you actually get down to business, and the last few moments, as everyone is leaving, often tell you more about the other side than anything in between. That's why reporters have a credo to never turn off their recorders: you always get the best stuff at the beginning and the end of an interview.

Location: 3,359

Students often ask me whether Black Swans are specific kinds of information or any kind that helps. I always answer that they are anything that you don't know that changes things.

Location: 3,423

If this book accomplishes only one thing, I hope it gets you over that fear of conflict and encourages you to navigate it with empathy.

Location: 3,427

Please remember that our emphasis throughout the book is that the adversary is the situation and that the person that you appear to be in conflict with is actually your partner.

Location: 3,537

Remember, never be so sure of what you want that you wouldn't take something better.

Location: 3,545

Bottom line: People who expect more (and articulate it) get more.

Blue highlight | Location: 3,578

There will be a small group of "What" and "How" questions that you will find yourself using in nearly every situation. Here are a few of them: What are we trying to accomplish? How is that worthwhile? What's the core issue here? How does that affect things? What's the biggest challenge you face? How does this fit into what the objective is?

Blue highlight | Location: 3,584

How does this affect the rest of your team? How on board are the people not on this call? What do your colleagues see as their main challenges in this area?

Blue highlight | Location: 3,595

What are we up against here? What is the biggest challenge you face? How does making a deal with us affect things? What happens if you do nothing? What does doing nothing cost you? How does making this deal resonate with what your company prides itself on?