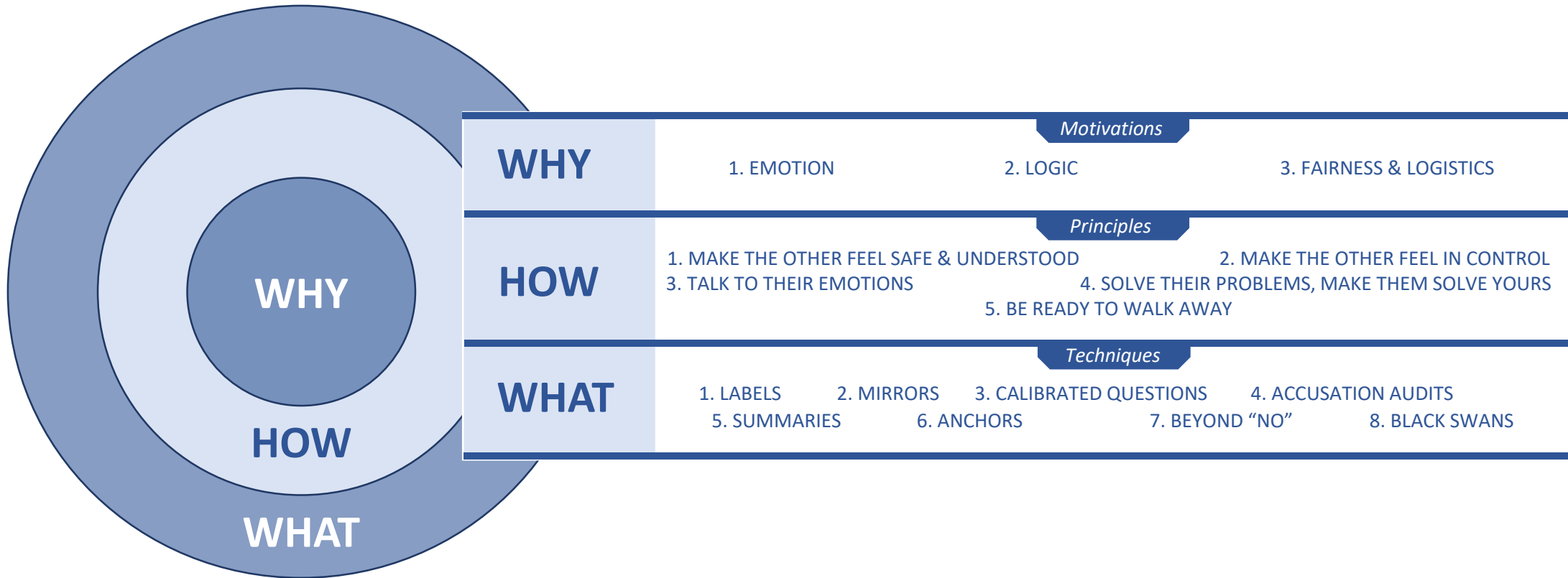


**NEGOTIATION**

# THE GOLDEN CIRCLE APPROACH TO NEGOTIATION



*The Golden Circle*

# PREFACE

WHAT YOU WANT  
WHAT THEY WANT

# WHAT YOU WANT

Clarity is the most important driver of success. By knowing what you want, and understanding the reasons of WHY you want it, you let yourself open to accept alternatives that might prove even better. Never be so sure of what you want that you wouldn't accept something better. You may be surprised what the other is ready to offer you.

Good preparation will help you stay clear-headed during the interaction, spend less energy on what is being discussed and more on what you're communicating with your voice and body language, and more on listening actively to what the other is really saying.

- Prepare beforehand and establish with precision what you feel would be a successful deal for you.
- Know what you will not accept, in what they could offer you or how they could treat you.
- Remember to let yourself open to be surprised, the other might have something better to offer you you're not even thinking about.
- Do not be too pushy with your agenda during the interaction, the more force you apply, the more likely you are to be met with resistance.
- BATNA: The best alternative to a negotiated agreement, meaning the worst deal you are ready to accept, is a good thing to know, but not a good thing to focus on, as it frames your mind toward mediocre success.

**Main Takeway:** Prepare before every major interaction and ask yourself the difficult questions to understand your motivations and make sure you never sacrifice your values or important points of the deal.

## GOOD QUESTIONS TO ASK YOURSELF:

- Why do you want what you want?
- What could you do if that specific deal fails to still fulfill your objective?
- How necessary is achieving success with this deal for you?
- What will you not accept?
- What result would define a huge success? A reasonable success?
- What is something secondary you could obtain that would make you happy?

## WHAT THEY WANT

Research and empathy will help you understand what the other wants and how they could react to you and your offers.

Listen actively to them during the interaction to uncover the unknown unknowns and to understand their motivations and desires. Being able to give value to them will make them more likely to give value to you.

- Prepare beforehand by roleplaying the coming interaction, alone or with a partner, imagine you are them, imagine them reacting to what you say to them or the way you're coming across as.
- Think about the value you can give them, know your worth, know what you can do to make them happy.
- Think about what the worst case scenario for them is. How hard would it be for them if negotiations failed?
- Make a list of things you can give that they might want or appreciate, think about how hard it would be for you to offer them each of these things.
- Be very attentive during the interaction to the hidden meaning behind their words, their body language, the clues they are giving you.
- Remember that the best way to learn more about them is to actually meet with them. Keep the time you spend researching them to a reasonable amount.

### GOOD QUESTIONS TO ASK YOURSELF:

- With what emotions could they be coming to the negotiation?
- What do you know they need?
- How hard would it be for you to offer them that?
- What is something alternate you could offer them to give value or make them happy?
- What do you feel would qualify as a huge success for them? A reasonable success?
- What is something you don't know about them that could weigh on the negotiation?

**Main Takeway:** Prepare before each interaction by imagining yourself in their shoes, you are them meeting you, think about how they would react.

# 3 MOTIVATIONS

EMOTION

LOGIC

FAIRNESS & LOGISTICS

# EMOTION

The first step to doing something is wanting to do it. It is of no use trying to convince someone with reason when their heart simply isn't into it. We've all had that experience of throwing logical advice at someone and seeing them nod but knowing we failed to convince them, because that person's emotions aren't in it. Probably, we've been that person in the past too.

We need to convince with emotion. Give someone money and they'll work with you so long as it's profitable. Give someone a dream and they'll work with you forever.

- Influence starts with listening. Understanding is the most important part to any relationship.
- If you want to change someone's mind, the first thing you should do is to come into the conversation with the openness to have your mind changed by them.
- Everyone has a story: we all have opinions about everything, even things we don't even know about yet. Try to imagine what their preconceived notions of you or the deal you propose could be and what they could be shaped by.
- Most of the time it's not what we say but how we say it: be careful of your maneuverism and the way you frame your arguments. Make the experience of interaction with you positive, always.
- If you feel like you're hitting an impass, go back to listening.

## SIGNS THAT THEIR EMOTIONS AND YOURS ARE IN CONFLICT:

- « You're not listening. »
- « I don't feel like it. »
- « I don't know... » (I'm on the fence)
- They say « yes », but their body language says « no ».
- They give you short answers and don't make efforts to propose solutions.
- They avoid eye contact and their body is turned away from yours.
- They're not invested and don't contribute beyond their responsibilities.

**Main Takeway:** *To get someone else to share their emotions with you means to make them vulnerable. Building good rapport is necessary to make them feel comfortable about revealing of themselves so that you can better work together.*

# LOGIC

If we don't know how to do it, or worse, if we don't know that we can do it, nothing will happen. It's very important you and your counterpart are thinking in the same way about 1. what the objective is, and 2. what is the best possible solution to accomplish it.

Getting your and their priorities in order is the first step to getting under the same vision. Only from there can you work together to solve the problem at hand. Listen closely to them and let them come up with solutions, if you both have the same vision and understand each other's priorities, they will want to solve your problems. The burden of getting it right is not yours alone.

- Let them talk. They probably have access to solutions and resources you're not even aware exist.
- Share your goals and make it clear what you want to accomplish and what's most important to you. If they care about the deal, they will work to solve your problems.
- Ask what's important to them, you need to understand their priorities if you are to find a solution that works for both of you.
- Ask what's not working for them in the deal. Sometimes the only thing missing to making a deal work is knowledge that something can be done.

## SIGNS THAT THEIR LOGIC AND YOURS ARE IN CONFLICT:

- « It's not what I had in mind. »
- « I don't think that's right. »
- « I don't know about this. »
- « That's not what's important. »
- « Is this really necessary? »
- « I don't understand. »

**Main Takeway:** *Don't hide your agenda. You're both trying to solve the same problem: what can be done so that we both leave with the best possible deal? Align your logic so that you can align your goals.*



# FAIRNESS AND LOGISTICS

Everyone wants to be treated fairly, at the same time limits exist for both parties on what can be achieved. More than what you or them want, the most important thing is what's possible to achieve.

« That's right »... Only deep dialog, mutual understanding and a feeling of being treated fairly both ways will be able to achieve the best results and attain the best possible deal. Clearing out the logistics of the deal should be the last thing you do.

- Try to get as much face-time with the other as possible to increase your bond with them and better understand each other.
- Beware of talking about fairness, there are 3 ways to use the word « fair »:
  - BAD: « We just want what's fair » - Defensive
  - BAD: « We've given you a fair deal »
  - GOOD: « I want you to feel like you are being treated fairly at all times. So please stop me at any time if you feel you are being treated unfairly, and we'll address it. »
- Make the deal happen in multiple sitdowns if dealing with complex situations.
- Logistics are the last step of implementation. You want to uncover logistical problems as soon as possible, then uncover emotional needs, and then solve logistics as the last thing you do.

## GOOD QUESTIONS TO ASK YOURSELF:

- Who do you want to be during this interaction?
- What can you do to show up as your best self?
- What kinds of feelings do you want to create in the other person?
- What could you do to make the interaction go badly?
- What could you do to prevent that from hapenning?
- How could you make sure you leave the interaction with the other person feeling they would want to deal with you again, even if negotiations fail?
- What is a problem that could arise that would complicate negotiations?

**Main Takeway:** *You want to leave the other wanting to deal with you again. The more you push, the more likely you are to be met with resistance. Being fair, empathetic and amicable is the best long-term strategy.*

# 5 PRINCIPLES

MAKE THE OTHER FEEL SAFE & UNDERSTOOD

MAKE THE OTHER FEEL IN CONTROL

TALK TO THEIR EMOTIONS

SOLVE THEIR PROBLEMS, MAKE THEM SOLVE YOURS

BE READY TO WALK AWAY

## MAKE THE OTHER FEEL SAFE & UNDERSTOOD

Nothing will be accomplished if the other doesn't feel like you have their best interest in mind or if they feel like you're not listening to them.

To build trust: be confident, reliable, decisive and kind. Think of what could be troubling or hindering the other, try to solve their problems or come ahead of future ones. Remain true to your values even if it makes conflict arise, they will think you are more likely to hold your word.

Be observant, in all communications, 55% is transmitted through body language, 38% through tone of voice, and only 7% through words. Be mindful of the emotions you are creating in the other and how you can change them.

- Use labels, mirrors, self-audits and summaries to make sure you both are in understanding. You should always vanquish ambiguity.
- Use active listening to draw things out of them.
- Slow down the negotiation: increase length of rapport & make the other person feel safe & heard.
- If you meet an impasse, de-escalate the issue causing blockage and go back to building rapport to understand what's motivating them.
- Imagine you are the other person. Imagine using their words, what is going through their head?

### GOOD THINGS TO KEEP IN MIND DURING THE INTERACTION:

- Your voice and body language communicate a lot about you, remain confident and decisive to increase trust.
- Be mindful of the other's voice and body language, try to understand what they are feeling more than what they are thinking. Adapt.
- There are 3 different kinds of voices:
  - Playful: light, easy-going, with a smile. For general conversation.
  - Deep: low, soft, slow, reassuring. Use a downward inflecting tone of voice with a smile. Used to make declarations: non-debatable, but friendly.
  - Assertive: speak from your chest, be direct. Only use as a last resort during conflict.

**Main Takeway:** *Controlling what comes out of you is as important as understanding what comes out of them. Be mindful and have clear intent of who you want to be and the kinds of emotions you want to make the other feel.*

## MAKE THE OTHER FEEL IN CONTROL

Negotiation is the art of letting someone else have your way. You need to convince in their world: let them feel comfortable reaching their own conclusions and solutions, and they will be more likely to keep them.

Don't push your own agenda, it's not about winning, it's about making cooperation happen. There is no deal unless both parties agree to it.

If you're always the one proposing solutions and telling them what to do, you're not leaving enough space for the other to think about the process or problems they could be facing during implementation. Let them breathe and think.

- Use calibrated questions and let them say « No » to make them comfortable.
- They need to feel like it's their idea and they want to do it. That's a crucial part of guaranteed and efficient implementation.
- Ask « how » questions
  - « How am I supposed to do that? »
  - « How can we best deal with this? »
  - « How can we make this happen? »

### GOOD THINGS TO KEEP IN MIND DURING THE INTERACTION:

- How often are you proposing ideas? How often are they? Let them talk more about their ideas and solutions.
- Are you staying in silence enough for them to go to the end of their thoughts? Are you waiting to talk or even interrupting them? Stop, slow down, and listen.
- Keep asking open-ended questions that can't be answered with few words.
- Present some of your solutions in the form of questions (« Would it be impossible for us to go about it [this way]? »)

**Main Takeway:** *Asking questions, staying silent and letting the other think through the problems and offer solutions is the best way to guarantee successful implementation of the deal.*

# TALK TO THEIR EMOTIONS

People make decisions with their feelings and justify them after with logic, not the other way around. The best way to convince someone is to make them FEEL good about the idea, not to persuade them with logic. If they're not feeling it, they're not doing it.

Loss aversion is the concept addressing that people will do more to prevent a loss than to create a gain.

- Sell them on the emotions you can give them, e.g:
  - For a locksmith: « A sense of security... »
  - For a babysitter: « A relaxed evening... »
- Use labels to address their feelings and the things they might worry about or feel excited about, e.g:
  - « You seem anxious at this idea... »
  - « You look like you really care about this aspect of the deal... »
- Phrase your propositions with loss aversion in mind.
  - Instead of saying: « It would cost you... »
  - Say: « You would avoid passing the opportunity of... »
- If you want to know how they feel, don't ask questions, use labels instead:
- Say: « It seems like you're feeling [X] » instead of « Are you feeling [X]? »

## GOOD THINGS TO KEEP IN MIND DURING THE INTERACTION:

- People express their emotions mainly through their body language and tone of voice, pay close attention to theirs and to yours.
- Try to understand the emotional motivations behind what they are saying.
- People are afraid of loss, be careful how you frame what you are saying.
- How do you want them to feel about you and about the deal?
- How are you making them feel right now? Is there something you could do to bring them where you want them to be emotionally?
- If they are saying « no », try to gather whether the reason is logistical or emotional.

**Main Takeway:** *Emotion is what drives decision, people are six times more likely to deal with with if they like you.*

# SOLVE THEIR PROBLEMS, MAKE THEM SOLVE YOURS

Negotiation is not about getting something out of someone, it's about reaching the best possible deal that both parties can agree to.

By making your intentions and your limitations clear, you open the way for the other person to better understand how they can best help you and how they can work around your logistical problems.

- If you have deadlines or have decision-authority or logistical limitations, don't hide them. If people know what your limits are, they will be more able to help you.
- In the same way, don't hide your moral values. If there is something you're not willing to do, or if you would like the deal to focus more on an other aspect, tell them why. If they value making a deal with you, they will shift their approach to match what's important to you.
- If their offer is simply not acceptable or doable for you, put boundaries and make them work to solve the problem.
  - « I don't see how that could ever work. »
  - « How am I supposed to do that? »
- Think about their end: clear up the known unknowns, and keep using tactical empathy to uncover the unknown unknowns: the black swans.

## GOOD THINGS TO KEEP IN MIND DURING THE INTERACTION:

- Be congruent with your values, you want to feel good about the deal, and that falls on them to make it work for you, but they need to know your why.
- There's probably something about what their limitations are or how they feel about the deal that you don't know, stay attentive and spot the unknown unknowns.
- Avoid telling what you want them to do for you, guide them with questions instead so they solve it themselves. They'll be more aware of what they can and will want to do than you.

**Main Takeway:** Be open and open them up. Clarity is the best way to achieve success.

## BE READY TO WALK AWAY

No deal is better than a bad deal. Sometimes walking away is the best thing you can do for yourself.

Know your limits, know your values, and walk away when you don't feel they are being respected. If the other person cares about the deal, they will make efforts to accommodate your needs.

- Never be so sure of what you want that you wouldn't accept something better. The other person might surprise you with what they can and are willing to offer you.
- Set boundaries, be clear about what you will not accept. Be strong but remain kind, you should never want to make an enemy. The bond is important to any resolution.
- Use strategic umbrage to set your limits, e.g: « I don't see how that could ever work. »
- When hitting a plateau: escalate or de-escalate the issue serving as an obstacle and bring the relationship back to a state of rapport.
- Be careful for signs of a lie:
  - Beware of answers like « I'll try », it means « I plan to fail »
  - There are 3 kinds of « yes », commitment, confirmation, and counterfeit. Investigate when you feel like the other's body language and words are in conflict with one another. (e.g: « I hear you say yes, but you seem reserved. »)

### GOOD THINGS TO KEEP IN MIND DURING THE INTERACTION:

- The other person might not have your best interests in mind, or simply feel insecure or overpromising. Generally be open and optimistic, but know to spot signs the other might seem dishonest. The best tell is when their words and body language seem incongruent.
- Leave them on a good note, do not be disrespectful even if an agreement cannot be reached. You may deal with them again later, or they might change their mind.
- If the other person is being unclear about what they are ready to deliver, investigate to bring more clarity to the issue. Try to understand the emotional reasons behind their vagueness, are they trying to deceive you or are they not confident they can deliver?

**Main Takeway:** *Have respect for yourself and the other, pushing for something that cannot happen is just a loss of time for everyone.*

# 8 TECHNIQUES

LABELS

MIRRORS

CALIBRATED QUESTIONS

ACCUSATION AUDITS

SUMMARIES

ANCHORS

BEYOND “NO”

BLACK SWANS



# LABELS

Labels reinforce positive emotions and neutralize negative ones. Using labels lets you make observation about the other person, show them what you perceive and let them explain or refute that claim. Everyone is left with a better understanding of the other.

Make observations, you don't even have to be right, the other will tell you if you are not and won't think bad of you, because you're not telling them of they feel, you're making an observation about how you feel they feel.

- Identify an emotion you see in the other, label it, be neutral.
- Stay silent after using a label, even if it takes 30 seconds, let the statement sink and let them react.
- Generally don't use « I », be neutral: « I think you're feeling... » vs « It seems like you're feeling... »
- Use « I » with caution, to bring a point home: « I feel \_\_\_ when you \_\_\_ because \_\_\_ .»
- Different kinds of labeling:
  - Labeling to invite vulnerability or empathy (« you look worried about something », « you look happy... »)
  - Labeling to provoke a negative response and gauge the other's interest (ultimatum) (« you look like you don't care about this », « you look like you'd rather we don't succeed. »)

## EXAMPLES OF USING LABELS:

- « You look like you're not feeling enthusiastic about this. »
- « It seems like you really care about this. »
- « You look worried about something. »
- « It seems like something about this bothers you. »
- « It seems like you're not certain you can pull this off. »
- « You look like you'd rather have something else. »
- « It seems like you're reserved about something. »
- « It looks like you don't think it can be done. »

**Main Takeway:** Labels are a great way to bring clarity when you're not certain about what's going on in the other person's head. Use them as much as you can and as much as needed.

# MIRRORS

Mirrors are a great way to bounce back the other's ideas at themselves to ask for more clarity. Challenge them to justify what they're telling you in a way that will not make them defensive.

Avoid asking « why », it makes people defensive. Use mirrors instead.

- Listen and understand the other person's needs & wants (monetary, emotional ect...)
- Repeat the 1 to 3 most important words they said, frame it as a question with a deep voice, be neutral in your delivery.
- Start with « I'm sorry... » to surprise and disarm the other person.
- Be silent after you use the mirror.
- Repeat until you uncover what you need to understand.

## EXAMPLES OF USING MIRRORS:

- « I need two copies of this. »
  - « I'm sorry, two copies? »
- « This is simply not possible. »
  - « Not possible? »
- « This needs to be done by Wednesday. »
  - « I'm sorry, Wednesday? »
- « There's nothing we can do about this. »
  - « Nothing you can do? »

**Main Takeway:** *Mirrors are a great way to challenge someone's logic without being aggressive and making them defensive. Try not to overdo it or you will look like a parrot.*

# CALIBRATED QUESTIONS

You want to understand the other as much as possible. Avoid using questions that can be answered with few words. Instead use open-ended questions that will force the other to really think about it and give you a meaningful answer.

- Avoid using « why », it makes people defensive.
- Use « How » and « What » questions for best effect.
- « Who », and « When » can too easily be answered with few words. They're great to get precise information, but not so much to uncover the unknown unknowns.
- How never to be ignored in an email again: « Have you given up on this? »

## EXAMPLES OF USING CALIBRATED QUESTIONS:

- « 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 that 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? »

**Main Takeway:** You want to make the other person talk as much as possible. Use questions that can't be answered with few words to reveal the unknown unknowns.

# ACCUSATION-AUDITS

Sometimes we do wrongs on others, or we may come across in a bad way. Accusation audits let's us confront those issues so that they do not block the following discussions.

Own the fact that you make mistakes, and the other will have more trust in you.

- Think about how you or your offer make them feel. Make a summary using labels of all the wrongs you may have done to them.
- Label the negative things the other person may think or feel about you.
- Voice their doubts so that they get out of their heads and onto the table of discussion. (« You must think I'm like all these other guys who try to sell you something »).

## EXAMPLES OF USING AN ACCUSATION-AUDIT:

- « You must think we don't care about this.
- It looks like we didn't deliver to the level of standard you needed us to.
- You seem disappointed with the way we've treated you.
- You must have doubts about whether you can trust us in the future or not.
- To you, we must look like dispassionate, ungrateful partners.
- It wouldn't be strange if you felt like you wanted to cut ties with us.
- You must think there's nothing we can do to make it up to you. »

**Main Takeway:** *Owning your mistakes or acknowledging the way you can make the other feel shows you're attentive and reliable. It shows you care about the relationship and builds trust.*

# SUMMARIES

Use a series of labels to summarize the other person's point of view. This is a sure way to make sure you both are on the same page. Don't be afraid to get it wrong, just express what you think is going on and they will either acquiesce or correct you.

- Gather information using labels, mirrors and calibrated questions.
- Make a list of everything you know: their doubts, feelings, constraints and desires and present them using labels.
- Trigger a « That's right! » :make a summary in YOUR own words of THEIR point of view.
  - 1. Effective pauses, silence.
  - 2. Minimal encouragements: « Ok...», « Huh-huh... »
  - 3. Mirroring
  - 4. Labeling
  - 5. Paraphrase: repeat in your own words, show them you understand.
  - 6. Summarize: Paraphrasing + labeling = summary.
- « That's right » is great. But « you're right » and nothing happens. They need to own the conclusion. It's about feelings, not logic.

**Main Takeway:** *If in doubt, make a summary, it's important you express it in your own words to make sure you both are on the same page.*

# ANCHORS

Anchors are a way to set expectations at the start of a negotiation. They build trust and serve as a starting point for the deal. Anchors frame the other person's mind, it's always better to start with unreasonable demands and scale down from them than to sleazily add things to the deal while it's being negotiating, or worse, after.

- Start with an accusation audit.
- Extreme anchoring: be unreserved or even exaggerate in what you say you want. They are more likely to accept what comes after simply because it will seem less unreasonable + they will think you are honest.
- Set expectations low if you have to give them a deal you know is bad for them, overdeliver.
- When dealing with trust issues between the 2 parties negotiating, try to bring in a trusted 3rd party that will serve as guarantor of the deal.
- Rule of 3: make the other person agree 3 times in different ways to be sure they'll do it. (« What do we do if we get off-track? » « What do you see as being the most difficult challenge ahead? » »What problem could arise that we're not accounting for right now? »)

**Main Takeway:** *Be mindful of the first proposition you make, it will set the tone for the dynamic of the negotiation. It's always to start unreasonable and scale down from that than to do the opposite.*

## BEYOND « NO »

No is not the end of the conversation: it is the beginning. Uncover the emotional and logistical motivations behind the « no » to reach a « yes ».

« No » builds trust and safety. Don't funnel them with a series of « yesses », it feels like a trap for the other person.

- 4 levels of « No »: be aware of them when the other uses it. Be aware of it when you're trying to make the other raise their offer: how far you can go.
  - 1: « How am I supposed to do that? »
  - 2: « Your offer is generous. I'm sorry, that just doesn't work for me. »
  - 3: « I'm sorry I just can't do that. »
  - 4: « No. »
- What « no » can mean.
  - « I am not yet ready to agree. »
  - « You are making me feel uncomfortable. »
  - « I do not understand. »
  - « I don't think I can afford it. »
  - « I want something else. »
  - « I need more information. »
  - « I want to talk it over with someone else. »

### EXAMPLES OF GOING BEYOND THE « NO »:

- Trigger a « no » by framing your questions for a negative answer:
  - « Would it be impossible to do that? »
  - « Would you find it ridiculous if I did this? »
  - « Would it be difficult for you if we did this? »
- When they say no, respond with:
  - « What about this doesn't work for you? »
  - « What would you need to make it work? »
  - « It seems like there's something here that bothers you. »

**Main Takeway:** Reaching a « no » is a good thing, it's a starting point to reaching a conclusion that better fits each other's needs. Investigate, be respectful and stay attentive to their answers to uncover black swans.

# BLACK SWANS

The person you're dealing with has problems and desires you're not even aware exist. Black swans are the unknown unknowns, the hidden cards in a deal that can have profound impact on how the deal goes without even being expressed.

It is important to use tactical empathy to uncover the black swans and bring them into light so that they can be addressed as part of the deal.

- Observe unguarded moments, first and last moments of an interaction are often the most telling.
- Beware of those behind the table: the people with power of decision that you don't see or are not aware of. Use questions like: « How does this affect everyone else? » or « How on board is the rest of your team? »
- When someone's words and body language are incongruent, use labels to discover why. (« There seems to be hesitation in your voice »).
- Express passion for the other's goals and their ability to achieve them.
- When people make bad decisions, it's not crazy, it's a clue:
  - Reason n°1: They are ill-informed. When people have bad information, they make bad choices. Provide them with good information.
  - Reason n°2: They are constrained. Find out about their logistical or decision-making limitations.
  - Reason n°3: They have other interests. Use active listening, mirrors and summaries to uncover the hidden truths.

**Main Takeway:** *Black swans need to be uncovered to reach the best possible deals. It's important to stay very attentive and ask challenging questions, while making the other feel safe and understood so that they will feel comfortable sharing what's important to them.*



# APPENDIX

3 TYPES OF NEGOTIATORS

SEDUCTION

FINANCIAL NEGOTIATION

PREPARATION TOOL

RESOURCES

# 3 TYPES OF NEGOTIATORS

## • ASSERTIVE

- Hate to waste time. Getting it done is more important than getting it perfect.
- Love to win. Even at the expense of others.
- Want to be heard. They tell more than they ask.
- Feel entitled. They don't think they owe you when you give something to them.

## • ANALYST

- Methodical and diligent.
- Hate surprises.
- Need reciprocity: if they give, they expect returns in a reasonable time.
- Skeptical by nature.

## • ACCOMODATOR

- Most important thing to them is time spent building the relationship.
- They love win-win.
- Poor time-managers.
- Fear conflict. Will often hide their worries.

*Everyone falls in one of 3 categories of negotiators as their default or primary type. Don't treat others the way you want to be treated. Treat them the way they need to be treated.*

# SEDUCTION

You want the other to like you to reach the best possible deal. Build trust, be nice, seduce them with your voice, body language and smile. People who like you are 6 times more likely to deal with you, listen to you and want to help you.

- A smile hits the mirror neurons. If you smile at them, they will have an automatic response to want to smile at you.
- People who feel good are 30% more intelligent in the moment. You want them at their best so that they can solve your problems.
- 3 types of voices.
  - Playful/positive: light, easy-going. Smile when you speak. For general conversation.
  - Late-night DJ voice: Deep, soft, slow and reassuring. Used to make a declaration: non-debatable, but friendly. Smile. Use a downward-inflecting tone of voice.
  - Assertive: Speak from your chest. Generally avoid, only use as a last resort during conflict.
- Stay relaxed in your body language.

## SIGNS OF ATTRACTION :

- Prolonged eye contact.
- Mirrored body language.
- Shoulders, hips and feet turned toward you.
- Playing with their hair.
- Diluted pupils.
- Giving long answers.

**Main Takeway:** Rapport is important to reach any conclusion. Be likeable to achieve best long-term performance as a negotiator.

# FINANCIAL NEGOTIATION: ARGUING FOR A PRICE

Financial negotiation is something that most people can feel uncomfortable with. Mainly because they don't know how to do it. Here are some techniques you can use:

## How to negotiate a better salary:

- Be pleasantly persistent on non-salary terms
- Plan for your next raise
- Spark their interest in your success & gain an unofficial mentor.

## Ackerman bargaining:

1. Set your target price (your goal)
2. Set your first offer at 65% of your target price.
3. Calculate 3 raises of decreasing increments (to 85, 95, 100%)
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 37 893. It gives the number credibility and weight.
6. On your final offer, throw in a non-monetary item (that they don't want) to show you're at your limit.

## THINGS TO KEEP IN MIND WHILE NEGOTIATING FOR A PRICE:

- 1. Anchor their emotions.
- 2. Let the other guy go first, most of the time.
- 3. Establish a range.
- 4. Pivot to non-monetary terms.
- 5. When you do talk numbers, use odd ones.
- 6. Surprise with a gift.

**Main Takeway:** *Financial negotiation is a necessary part of the process, learn to become comfortable with it so that you don't accept mediocre deals.*

# PREPARATION TOOL

Prepare a negotiation one-sheet:

- 1. The Goal:
  - Set an optimistic but reasonable goal and define it clearly.
  - Write it down.
  - Discuss your goal with a colleague (this makes it harder to wimp out).
  - Carry the written goal into the negotiation.
- 2. Summary:
  - In a couple of sentences describe:
  - Why are you there?
  - What do you want?
  - What do they want?
  - Why?
- 3. Labels/Accusation audits:
  - Prepare 3 to 5 labels to perform an accusation audit.
- 4. Calibrated Questions:
  - Prepare 3 to 5 calibrated questions to reveal value to you and your counterpart and identify and overcome potential deal killers.
- 5. Noncash Offers:
  - Prepare a list of noncash items possessed by your counterpart that would be valuable to you.

## RESOURCES

- [\(book\) Never Split the Difference](#) *Chris Voss*
  - [\(youtube\) Mastering the Art of Negotiation - Pt 1/2](#)  
*Chris Voss interviewed by London Real*
  - [\(youtube\) Negotiation Speech: How to harness Trust, Empathy and the Word "No" to Become a Better Negotiator](#) *Chris Voss*