

Reading Guide for nexus@noon | SESSION THREE | Never Split the Difference

Trigger the Two Words That Immediately Transform Any Negotiation (Chapter 5)

The Main Point: How to gain _____ to _____.

Two most powerful words in any negotiation are _____.

How to trigger That's Right:

- Create a _____ by figuring out how your adversary arrived at his position.
- Use all the tools of effective _____, minimal _____, _____ and _____.
- Build to a well-crafted _____.

_____ + _____ = Summary

- Paraphrase: re-articulating the _____ of what is said in _____.
- Labeling: acknowledging the _____ underlying the _____.
- The world according to your _____.

Worst answer in any negotiation is _____.

- Politely wraps up a _____ without being on the _____.

Using "That's Right" to Make the Sale (example on page 107)

Using "That's Right" to Ask for a Promotion (example on page 109)

ACTION STEP: Practice writing a solid summary from a recent conversation.

Consider what labels and paraphrasing would lead to a "That's Right" response.

Bend Their Reality (Chapter 6)

The Main Point: How to _____ what is _____.

Variables that can be leveraged to change needs and expectations:

- Fear of _____: make _____ your ally
 - _____ deal is better than a _____ deal.
 - Be _____.
 - Share your _____, be flexible and focus on the _____.
- Power of _____ numbers
 - Less round numbers sound more _____. Avoid numbers ending in _____.
- Misunderstood relationship to fairness (p.125)
 - _____ move: Designed to rattle negotiator.
 - Nefarious _____: Jab meant to distract.
 - Positive _____: Sets the stage for honest negotiation.

Six Step Process to Bend Their Reality

1. Anchor their _____.
 - a. _____ to acknowledge their _____.
 - b. _____ their loss _____.
2. Let the _____ go first...most of the time.
 - a. Consider how well you know your _____.
 - b. Consider how well you know the _____ of what you are negotiating.
3. Establish a _____.
 - a. Low number higher than your goal.
4. Pivot to _____ terms. _____ helps.
 - a. High offer = offer things that are important to them.
 - b. Low offer = ask for things that matter more to you than them.

5. Use _____ numbers.
6. Surprise with a _____.
 - a. Sparks _____.

Two Key Points

- The _____ _____ of anything depends on what vantage point you are looking at it from.
- Make sure your counterpart sees that there is something to _____ by _____.

Negotiating a Better Salary – Example on p. 135

ACTION STEP: Craft your version of a positive response to establish fairness.

Author's example: "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."