

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

The Main Point: How to gain permission to persuade.

Two most powerful words in any negotiation are That's Right.

How to trigger That's Right:

- Create a subtle epiphany by figuring out how your adversary arrived at his position.
- Use all the tools of effective pauses, minimal encouragers, mirroring and labeling.
- Build to a well-crafted summary.

Paraphrase + Labeling = Summary

- Paraphrase: re-articulating the meaning of what is said in your own words; demonstrates that you really are listening and seeking to understand.
- Labeling: acknowledging the emotions underlying the meaning; give those feelings a name helps to defuse or reinforce them.
- The world according to your counterpart.

Worst answer in any negotiation is You're Right.

- Politely wraps up a conversation without being on the same page.

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.

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## Bend Their Reality (Chapter 6)

The Main Point: How to shape what is fair.

Variables that can be leveraged to change needs and expectations:

- Fear of deadlines: make time your ally
  - No deal is better than a bad deal.
  - Be patient.
  - Share your deadline, be flexible and focus on the process.
- Power of odd numbers
  - Less round numbers sound more calculated. Avoid numbers ending in ZERO.
- Misunderstood relationship to fairness (p.125)
  - Defensive move: We just want what's fair (designed to rattle negotiator into raise their counteroffer)
    - Correct response: "Okay, I apologize. Let's stop everything and go back to where I started treating you unfairly and we'll fix it."
  - Nefarious accusation: We've given you a fair offer (jab meant to distract)
    - Correct response: "Fair? It seems like you're ready to provide evidence that supports that."
  - Positive response: use early, sets the stage for an honest negotiation.
    - "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."

## Six Step Process to Bend Their Reality

1. Anchor their emotions.
  - a. Accusation audit to acknowledge their fears.
  - b. Activate their loss aversion. (people take more risk to avoid a loss).
2. Let the other guy go first...most of the time.
  - a. Consider how well you know your counterpart.
  - b. Consider how well you know the value of what you are negotiating.
3. Establish a range.
  - a. Low number higher than your goal.
4. Pivot to nonmonetary terms. Brainstorming 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 odd numbers.
6. Surprise with a gift.
  - a. Sparks reciprocity.

**Two Key Points**

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

Negotiating a Better Salary – Example on p. 135

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

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**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."