

## RECAP of Sessions ONE through THREE

### Chapter 1: How to Become the Smartest Person in Any Room

- Negotiation is communication with results.
- You get what you ask for, so you need to learn how to ask correctly.

### Chapter 2: How to Quickly Establish Rapport

- Active listening.
- Mirroring tactic – repeating the last three words of what you heard with inflection or inquisitive tone.

### Chapter 3: How to Create Trust

- Don't feel their pain, label it. Helps to move from fear to trust.
- Spot their feelings, turn them into words and calmly repeat them back to them. Key phrases like "It Seems/Sounds/Looks like..."

### Chapter 4: How to Generate Momentum

- No is the start to any negotiation. Learn to trigger a "NO" by asking questions differently. "Is now a bad time to talk vs do you have a few minutes to talk?"
- No is not failure, it often means something very different. List of 7 on page 79.

### Chapter 5: How to Gain the Permission to Persuade

- Two most powerful words in any negotiation are "That's Right."
- A well-crafted summary is your best tool to "That's Right." Name it, re-articulate it and emotionally affirm the world according to your counterpart.

### Chapter 6: How to Shape What is Fair

- 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.

## **How to Calibrate Questions to Transform Conflict into Collaboration (Chapter 7)**

The Main Point: Calibrated questions are the best tool for transforming any conversation.

### **Key points about calibrated questions:**

- They ask “How” which invites the counterpart to help solve their own problem.
- They are open-ended questions calibrated for a specific effect.
- They help you avoid a showdown.
- Rather than getting the other person to agree with you, these questions help you suspend their disbelief.
- They allow you to introduce an idea or request without sounding overbearing or pushy.
- They have the power to educate on what the problem is rather than telling what the problem is.

### **Key elements of calibrated questions:**

- Avoid verbs like CAN, IS, ARE, DO or DOES because those lead to simple YES or NO answers.
- Best to start with WHAT and HOW to inspire your counterpart to think then speak.
- WHY should only be used when it supports the change you are trying to get the counterpart to see.
  - EXAMPLE: “Why would you ever change from the way you've always done things and try my approach?”
- Use early and often in any negotiation.

### **Popular calibrated questions (p. 154):**

- 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 is the objective? What are we trying to accomplish here?
- How and I supposed to do that?

**ACTION STEP: Calibrate a couple of questions that target some of your most popular encounters.**

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