

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.

Chapter 7: How to Transform Conflict into Collaboration

- Use calibrated questions to invite solutions to problems.
- Best to start with WHAT and HOW to encourage critical thinking.
- Popular calibrated questions on p. 154.

How to Ensure Follow Through (Chapter 8)

Main Point: "Yes" is nothing without "How."

Influencing those behind the table.

- It is important to analyze the entire negotiation space, not just the person you're directly speaking with.
- Key tool: calibrated questions like "How does this affect everybody else? How on board is the rest of your team?"

A few additional tools:

- The 7-38-55 Percent Rule: 7% words, 38% tone and 55% body language and facial expressions.
 - Use labels to discover why words and tone don't align.
- The Rule of Three: getting the other person to agree to the same thing three times in the same conversation; helps avoid a counterfeit yes.
 - #1 - initial agreement to terms
 - #2 - label or summarize what they said to gain a "That's Right"
 - #3 - ask a few calibrated questions about what will constitute success.
- Pay attention to the words.
 - Liars use more words and far more third-person pronouns than people telling the truth.
 - In negotiation, the counterparts use of pronouns identifies his relative authority. (ie: I, me or my = less authority; we, they, them = more authority)

Bringing it all together:

- Great example of how the entire set of tools and tactics work together. Page 157-158 offers a great example/script with 90% success rate.
 1. A no-oriented email question to reinitiate contact.
 2. A statement that leaves only the answer "That's Right."
 3. Calibrated questions about the problem.
 4. More no-oriented questions to remove unspoken barriers.
 5. Labeling and mirroring the essence of his answers.
 6. A calibrated question to prompt a solution.
 7. A label that flatters his sense of power and control.
 8. A long pause and then a no-oriented question.

ACTION STEP: Create your own script for an upcoming conversation.