



LE TUE NOTE KINDLE PER:

Never Split the Difference: Negotiating As If Your Life Depended On It (English Edition)

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Anteprima istantanea gratuita di Kindle: <https://amzn.eu/1tA2xqD>

63 evidenziazioni

Evidenziazione (Giallo) | Posizione 372

Through decades of research with Tversky, Kahneman proved that humans all suffer from Cognitive Bias, that is, unconscious—and irrational—brain processes that literally distort the way we see the world. Kahneman and Tversky discovered more than 150 of them. There's the Framing Effect, which demonstrates that people respond differently to the same choice depending on how it is framed (people place greater value on moving from 90 percent to 100 percent—high probability to certainty—than from 45 percent to 55 percent, even though they're both ten percentage points). Prospect Theory explains why we take unwarranted risks in the face of uncertain losses. And the most famous is Loss Aversion, which shows how people are statistically more likely to act to avert a loss than to achieve an equal gain. Kahneman later codified his research in the 2011 bestseller *Thinking, Fast and Slow*.³ Man, he wrote, has two systems of thought: System 1, our animal mind, is fast, instinctive, and emotional; System 2 is slow, deliberative, and logical. And System 1 is far more influential. In fact, it guides and steers our rational thoughts.

Evidenziazione (Giallo) | Posizione 419

What were needed were simple psychological tactics and strategies that worked in the field to calm people down, establish rapport, gain trust, elicit the verbalization of needs, and persuade the other guy of our empathy. We needed something easy to teach, easy to learn, and easy to execute.

Evidenziazione (Giallo) | Posizione 427

It all starts with the universally applicable premise that people want to be understood and accepted. Listening is the cheapest, yet most effective concession we can make to get there. By listening intensely, a negotiator demonstrates empathy and shows a sincere desire to better understand what the other side is experiencing.

Evidenziazione (Giallo) | Posizione 442

Life is negotiation. The majority of the interactions we have at work and at home are negotiations that boil down to the expression of a simple, animalistic urge: I want. "I want you to free the hostages," is a very relevant one to this book, of course. But so is: "I want you to accept that \$1 million contract." "I want to pay \$20,000 for that car." "I want you to give me a 10 percent raise." and "I want you to go to sleep at 9 p.m."

Evidenziazione (Giallo) | Posizione 458

The first step to achieving a mastery of daily negotiation is to get over your aversion to negotiating. You don't need to like it; you just need to understand that's how the world works. Negotiating does not mean browbeating or grinding someone down. It simply means playing the emotional game that human society is set up for. In this world, you get what you ask for; you just have to ask correctly. So claim your prerogative to ask for what you think is right.

Evidenziazione (Giallo) | Posizione 551

In negotiation, each new psychological insight or additional piece of information revealed heralds a step forward and allows one to discard one hypothesis in favor of another. You should engage the process with a mindset of discovery. Your goal at the outset is to extract and observe as much information as possible. Which, by the way, is one of the reasons that really smart people often have trouble being negotiators—they're so smart they think they don't have anything to discover.

Evidenziazione (Giallo) | Posizione 557

Great negotiators are able to question the assumptions that the rest of the involved players accept on faith or in arrogance, and thus remain more emotionally open to all possibilities, and more intellectually agile to a fluid situation.

Evidenziazione (Giallo) | Posizione 602

instead of doing any thinking at all in the early goings about what you're going to say—make your sole and all-encompassing focus the other person and what they have to say. In that mode of true active listening—aided by the tactics you'll learn in the following chapters—you'll disarm your counterpart. You'll make them feel safe. The voice in their head will begin to quiet down. The goal is to identify what your counterparts actually need (monetarily, emotionally, or otherwise) and get them feeling safe enough to talk and talk and talk some more about what they want.

Evidenziazione (Giallo) | Posizione 608

But neither wants nor needs are where we start; it begins with listening, making it about the other people, validating their emotions, and creating enough trust and safety for a real conversation to begin.

Evidenziazione (Giallo) | Posizione 631

Going too fast is one of the mistakes all negotiators are prone to making. If we're too much in a hurry, people can feel as if they're not being heard and we risk undermining the rapport and trust we've built.

Evidenziazione (Giallo) | Posizione 665

That's why your most powerful tool in any verbal communication is your voice. You can use your voice to intentionally reach into someone's brain and flip an emotional switch. Distrusting to trusting. Nervous to calm.

In an instant, the switch will flip just like that with the right delivery. There are essentially three voice tones available to negotiators: the late-night FM DJ voice, the positive/playful voice, and the direct or assertive voice.

Evidenziazione (Giallo) | Posizione 671

Most of the time, you should be using the positive/playful voice. It's the voice of an easygoing, good-natured person. Your attitude is light and encouraging. The key here is to relax and smile while you're talking. A smile, even while talking on the phone, has an impact tonally that the other person will pick up on.

Evidenziazione (Giallo) | Posizione 680

When people are in a positive frame of mind, they think more quickly, and are more likely to collaborate and problem-solve (instead of fight and resist). It applies to the smile-er as much as to the smile-ee: a smile on your face, and in your voice, will increase your own mental agility.

Evidenziazione (Giallo) | Posizione 710

Mirroring, also called isopraxism, is essentially imitation. It's another neurobehavior humans (and other animals) display in which we copy each other to comfort each other. It can be done with speech patterns, body language, vocabulary, tempo, and tone of voice. It's generally an unconscious behavior—we are rarely aware of it when it's happening—but it's a sign that people are bonding, in sync, and establishing the kind of rapport that leads to trust.

Evidenziazione (Giallo) | Posizione 841

It's just four simple steps:

1. Use the late-night FM DJ voice.
2. Start with "I'm sorry . . ."
3. Mirror.
4. Silence. At least four seconds, to let the mirror work its magic on your counterpart.
5. Repeat.

Evidenziazione (Giallo) | Posizione 855

The intention behind most mirrors should be "Please, help me understand." Every time you mirror someone, they will reword what they've said. They will never say it exactly the same way they said it the first time.

Evidenziazione (Giallo) | Posizione 893

Put a smile on your face. When people are in a positive frame of mind, they think more quickly, and are more likely to collaborate and problem-solve (instead of fight and resist). Positivity creates mental agility in both you and your counterpart. There are three voice tones available to negotiators:

1. The late-night FM DJ voice: Use selectively to make a point. Inflect your voice downward, keeping it calm and slow. When done properly, you create an aura of authority and trustworthiness without triggering defensiveness.
2. The positive/playful voice: Should be your default voice. It's the voice of an easygoing, good-natured person. Your attitude is light and encouraging. The key here is to relax and smile while you're talking.
3. The direct or assertive voice: Used rarely. Will cause problems and create pushback.

■ Mirrors work magic. Repeat the last

three words (or the critical one to three words) of what someone has just said. We fear what's different and are drawn to what's similar. Mirroring is the art of insinuating similarity, which facilitates bonding. Use mirrors to encourage the other side to empathize and bond with you, keep people talking, buy your side time to regroup, and encourage your counterparts to reveal their strategy.

Evidenziazione (Giallo) | Posizione 951

Tactical empathy is understanding the feelings and mindset of another in the moment and also hearing what is behind those feelings so you increase your influence in all the moments that follow. It's bringing our attention to both the emotional obstacles and the potential pathways to getting an agreement done. It's emotional intelligence on steroids.

Evidenziazione (Giallo) | Posizione 991

Labeling is a way of validating someone's emotion by acknowledging it. Give someone's emotion a name and you show you identify with how that person feels. It gets you close to someone without asking about external factors you know nothing about

Evidenziazione (Giallo) | Posizione 1023

The last rule of labeling is silence. Once you've thrown out a label, be quiet and listen. We all have a tendency to expand on what we've said, to finish, "It seems like you like the way that shirt looks," with a specific question like "Where did you get it?" But a label's power is that it invites the other person to reveal himself.

Evidenziazione (Giallo) | Posizione 1066

Research shows that the best way to deal with negativity is to observe it, without reaction and without judgment. Then consciously label each negative feeling and replace it with positive, compassionate, and solution-based thoughts.

Evidenziazione (Giallo) | Posizione 1261

The reasons why a counterpart will not make an agreement with you are often more powerful than why they will make a deal, so focus first on clearing the barriers to agreement. Denying barriers or negative influences gives them credence; get them into the open. ■ Pause. After you label a barrier or mirror a statement, let it sink in. Don't worry, the other party will fill the silence. ■ Label your counterpart's fears to diffuse their power. We all want to talk about the happy stuff, but remember, the faster you interrupt action in your counterpart's amygdala, the part of the brain that generates fear, the faster you can generate feelings of safety, well-being, and trust. ■ List the worst things that the other party could say about you and say them before the other person can. Performing an accusation audit in advance prepares you to head off negative dynamics before they take root. And because these accusations often sound exaggerated when said aloud, speaking them will encourage the other person to claim that quite the opposite is true.

Evidenziazione (Giallo) | Posizione 1335

“No” is the start of the negotiation, not the end of it. We’ve been conditioned to fear the word “No.” But it is a statement of perception far more often than of fact. It seldom means, “I have considered all the facts and made a rational choice.” Instead, “No” is often a decision, frequently temporary, to maintain the status quo. Change is scary, and “No” provides a little protection from that scariness.

Evidenziazione (Giallo) | Posizione 1353

When someone tells you “No,” you need to rethink the word in one of its alternative—and much more real—meanings: ■ 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; or ■ I want to talk it over with someone else. Then, after pausing, ask solution-based questions or simply label their effect: “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.” People have a need to say, “No.” So don’t just hope to hear it at some point; get them to say it early.

Evidenziazione (Giallo) | Posizione 1458

Whenever we negotiate, there’s no doubt we want to finish with a “Yes.” But we mistakenly conflate the positive value of that final “Yes” with a positive value of “Yes” in general. And because we see “No” as the opposite of “Yes,” we then assume that “No” is always a bad thing. Nothing could be further from the truth. Saying “No” gives the speaker the feeling of safety, security, and control. You use a question that prompts a “No” answer, and your counterpart feels that by turning you down he has proved that he’s in the driver’s seat. Good negotiators welcome—even invite—a solid “No” to start, as a sign that the other party is engaged and thinking.

Evidenziazione (Giallo) | Posizione 1558

We’ve all been through it: You send an email to someone you’re trying to do business with and they ignore you. Then you send a polite follow-up and they stonewall you again. So what do you do? You provoke a “No” with this one-sentence email. Have you given up on this project? The point is that this one-sentence email encapsulates the best of “No”-oriented questions and plays on your counterpart’s natural human aversion to loss. The “No” answer the email demands offers the other party the feeling of safety and the illusion of control while encouraging them to define their position and explain it to you.

Evidenziazione (Giallo) | Posizione 1586

No” is not a failure. We have learned that “No” is the anti-“Yes” and therefore a word to be avoided at all costs. But it really often just means “Wait” or “I’m not comfortable with that.” Learn how to hear it calmly. It is not the end of the negotiation, but the beginning. ■ “Yes” is the final goal of a negotiation, but don’t aim for it at the start. Asking someone for “Yes” too quickly in a conversation— “Do you like to drink water, Mr. Smith?” —gets his guard up and paints you as an untrustworthy salesman. ■ Saying

“No” makes the speaker feel safe, secure, and in control, so trigger it. By saying what they don’t want, your counterpart defines their space and gains the confidence and comfort to listen to you. That’s why “Is now a bad time to talk?” is always better than “Do you have a few minutes to talk?”

■ Sometimes the only way to get your counterpart to listen and engage with you is by forcing them into a “No.” That means intentionally mislabeling one of their emotions or desires or asking a ridiculous question—like, “It seems like you want this project to fail” —that can only be answered negatively.

■ Negotiate in their world. Persuasion is not about how bright or smooth or forceful you are. It’s about the other party convincing themselves that the solution you want is their own idea. So don’t beat them with logic or brute force. Ask them questions that open paths to your goals. It’s not about you.

■ If a potential business partner is ignoring you, contact them with a clear and concise “No” - oriented question that suggests that you are ready to walk away. “Have you given up on this project?” works wonders.

Evidenziazione (Giallo) | Posizione 1841

The moment you’ve convinced someone that you truly understand her dreams and feelings (the whole world that she inhabits), mental and behavioral change becomes possible, and the foundation for a breakthrough has been laid. Use these lessons to lay that foundation: ■ Creating unconditional positive regard opens the door to changing thoughts and behaviors. Humans have an innate urge toward socially constructive behavior. The more a person feels understood, and positively affirmed in that understanding, the more likely that urge for constructive behavior will take hold. ■ “That’s right” is better than “yes.” Strive for it. Reaching “that’s right” in a negotiation creates breakthroughs. ■ Use a summary to trigger a “that’s right.” The building blocks of a good summary are a label combined with paraphrasing.

Evidenziazione (Giallo) | Posizione 1897

I’m here to call bullshit on compromise right now. We don’t compromise because it’s right; we compromise because it is easy and because it saves face. We compromise in order to say that at least we got half the pie. Distilled to its essence, we compromise to be safe. Most people in a negotiation are driven by fear or by the desire to avoid pain. Too few are driven by their actual goals. So don’t settle and—here’s a simple rule—never split the difference. Creative solutions are almost always preceded by some degree of risk, annoyance, confusion, and conflict.

Evidenziazione (Giallo) | Posizione 1916

Deadlines are often arbitrary, almost always flexible, and hardly ever trigger the consequences we think—or are told—they will. Deadlines are the bogeymen of negotiation, almost exclusively self-inflicted figments of our imagination, unnecessarily unsettling us for no good reason. The mantra we coach our clients on is, “No deal is better than a bad deal.” If that mantra can truly be internalized, and clients begin to believe they’ve got all the time they need to conduct the negotiation right, their patience becomes a formidable weapon.

Evidenziazione (Giallo) | Posizione 1960

when negotiators tell their counterparts about their deadline, they get better deals. It’s true. First, by revealing your cutoff you reduce the risk of impasse. And second, when an opponent knows your deadline, he’ll get to the real deal- and concession-making more quickly.

Evidenziazione (Giallo) | Posizione 1988

while we may use logic to reason ourselves toward a decision, the actual decision making is governed by emotion.

Evidenziazione (Giallo) | Posizione 2019

“Fair” is a tremendously powerful word that you need to use with care. In fact, of the three ways that people drop this F-bomb, only one is positive.

Evidenziazione (Giallo) | Posizione 2042

Early on in a negotiation, I say, “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.” It’s simple and clear and sets me up as an honest dealer. With that statement, I let people know it is okay to use that word with me if they use it honestly. As a negotiator, you should strive for a reputation of being fair. Your reputation precedes you. Let it precede you in a way that paves success.

Evidenziazione (Giallo) | Posizione 2070

prospect theory describes how people choose between options that involve risk, like in a negotiation. The theory argues that people are drawn to sure things over probabilities, even when the probability is a better choice. That’s called the Certainty Effect. And people will take greater risks to avoid losses than to achieve gains. That’s called Loss Aversion.

Evidenziazione (Giallo) | Posizione 2078

In a tough negotiation, it’s not enough to show the other party that you can deliver the thing they want. To get real leverage, you have to persuade them that they have something concrete to lose if the deal falls through.

Evidenziazione (Giallo) | Posizione 2108

I suggest you let the other side anchor monetary negotiations. The real issue is that neither side has perfect information going to the table. This often means you don’t know enough to open with confidence. That’s especially true anytime you don’t know the market value of what you are buying or selling,

Evidenziazione (Giallo) | Posizione 2152

numbers that end in 0 inevitably feel like temporary placeholders, guesstimates that you can easily be negotiated off of. But anything you throw out that sounds less rounded—say, \$37,263—feels like a figure that you came to as a result of thoughtful calculation. Such numbers feel serious and permanent to your counterpart, so use them to fortify your offers.

Evidenziazione (Giallo) | Posizione 2240

All negotiations are defined by a network of subterranean desires and needs. Don't let yourself be fooled by the surface. Once you know that the Haitian kidnappers just want party money, you will be miles better prepared.

■ Splitting the difference is wearing one black and one brown shoe, so don't compromise. Meeting halfway often leads to bad deals for both sides. ■ Approaching deadlines entice people to rush the negotiating process and do impulsive things that are against their best interests. ■ The F-word — "Fair" — is an emotional term people usually exploit to put the other side on the defensive and gain concessions. When your counterpart drops the F-bomb, don't get suckered into a concession. Instead, ask them to explain how you're mistreating them. ■ You can bend your counterpart's reality by anchoring his starting point. Before you make an offer, emotionally anchor them by saying how bad it will be. When you get to numbers, set an extreme anchor to make your "real" offer seem reasonable, or use a range to seem less aggressive. The real value of anything depends on what vantage point you're looking at it from. ■ People will take more risks to avoid a loss than to realize a gain. Make sure your counterpart sees that there is something to lose by inaction.

Evidenziazione (Giallo) | Posizione 2471

Here are some other great standbys that I use in almost every negotiation, depending on the situation: ■ 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's the objective? / What are we trying to accomplish here? ■ How am I supposed to do that? The implication of any well-designed calibrated question is that you want what the other guy wants but you need his intelligence to overcome the problem.

Evidenziazione (Giallo) | Posizione 2539

The first and most basic rule of keeping your emotional cool is to bite your tongue. Not literally, of course. But you have to keep away from knee-jerk, passionate reactions. Pause. Think. Let the passion dissipate. That allows you to collect your thoughts and be more circumspect in what you say. It also lowers your chance of saying more than you want to.

Evidenziazione (Giallo) | Posizione 2557

Who has control in a conversation, the guy listening or the guy talking? The listener, of course. That's because the talker is revealing information while the listener, if he's trained well, is directing the conversation toward his own goals. He's harnessing the talker's energy for his own ends.

Evidenziazione (Giallo) | Posizione 2563

Don't try to force your opponent to admit that you are right. Aggressive confrontation is the enemy of constructive negotiation. ■ Avoid questions that can be answered with "Yes" or tiny pieces of information. These require little thought and inspire the human need for reciprocity; you will be expected to give something back. ■ Ask calibrated questions that start with the words "How" or

“What.” By implicitly asking the other party for help, these questions will give your counterpart an illusion of control and will inspire them to speak at length, revealing important information.

■ Don’t ask questions that start with “Why” unless you want your counterpart to defend a goal that serves you. “Why” is always an accusation, in any language. ■ Calibrate your questions to point your counterpart toward solving your problem. This will encourage them to expend their energy on devising a solution. ■ Bite your tongue. When you’re attacked in a negotiation, pause and avoid angry emotional reactions. Instead, ask your counterpart a calibrated question. ■ There is always a team on the other side. If you are not influencing those behind the table, you are vulnerable.

Evidenziazione (Giallo) | Posizione 2601

your job as a negotiator isn’t just to get to an agreement. It’s getting to one that can be implemented and making sure that happens.

Evidenziazione (Giallo) | Posizione 2656

Calibrated “How” questions are a surefire way to keep negotiations going. They put the pressure on your counterpart to come up with answers, and to contemplate your problems when making their demands. With enough of the right “How” questions you can read and shape the negotiating environment in such a way that you’ll eventually get to the answer you want to hear. You just have to have an idea of where you want the conversation to go when you’re devising your questions. The trick to “How” questions is that, correctly used, they are gentle and graceful ways to say “No” and guide your counterpart to develop a better solution—your solution. A gentle How/No invites collaboration and leaves your counterpart with a feeling of having been treated with respect.

Evidenziazione (Giallo) | Posizione 2685

There are two key questions you can ask to push your counterparts to think they are defining success their way: “How will we know we’re on track?” and “How will we address things if we find we’re off track?” When they answer, you summarize their answers until you get a “That’s right.” Then you’ll know they’ve bought in.

Evidenziazione (Giallo) | Posizione 2787

only 7 percent of a message is based on the words while 38 percent comes from the tone of voice and 55 percent from the speaker’s body language and face.

Evidenziazione (Giallo) | Posizione 2807

The Rule of Three is simply getting the other guy to agree to the same thing three times in the same conversation. It’s tripling the strength of whatever dynamic you’re trying to drill into at the moment. In doing so, it uncovers problems before they happen. It’s really hard to repeatedly lie or fake conviction.

Evidenziazione (Giallo) | Posizione 2811

The first time they agree to something or give you a commitment, that's No. 1. For No. 2 you might label or summarize what they said so they answer, "That's right." And No. 3 could be a calibrated "How" or "What" question about implementation that asks them to explain what will constitute success, something like "What do we do if we get off track?" Or the three times might just be the same calibrated question phrased three different ways, like "What's the biggest challenge you faced? What are we up against here? What do you see as being the most difficult thing to get around?"

Evidenziazione (Giallo) | Posizione 2939

Use "How" questions to shape the negotiating environment. You do this by using "How can I do that?" as a gentle version of "No." This will subtly push your counterpart to search for other solutions—your solutions. And very often it will get them to bid against themselves.

Evidenziazione (Giallo) | Posizione 2950

■ A person's use of pronouns offers deep insights into his or her relative authority. If you're hearing a lot of "I," "me," and "my," the real power to decide probably lies elsewhere. Picking up a lot of "we," "they," and "them," it's more likely you're dealing directly with a savvy decision maker keeping his options open. ■ Use your own name to make yourself a real person to the other side and even get your own personal discount. Humor and humanity are the best ways to break the ice and remove roadblocks.

Evidenziazione (Giallo) | Posizione 3203

The person across the table is never the problem. The unsolved issue is. So focus on the issue. This is one of the most basic tactics for avoiding emotional escalations. Our culture demonizes people in movies and politics, which creates the mentality that if we only got rid of the person then everything would be okay. But this dynamic is toxic to any negotiation.

Evidenziazione (Giallo) | Posizione 3322

■ Prepare an Ackerman plan. Before you head into the weeds of bargaining, you'll need a plan of extreme anchor, calibrated questions, and well-defined offers. Remember: 65, 85, 95, 100 percent. Decreasing raises and ending on nonround numbers will get your counterpart to believe that he's squeezing you for all you're worth when you're really getting to the number you want.

Evidenziazione (Giallo) | Posizione 3454

One way to understand leverage is as a fluid that sloshes between the parties. As a negotiator you should always be aware of which side, at any given moment, feels they have the most to lose if negotiations collapse. The party who feels they have more to lose and are the most afraid of that loss has less leverage, and vice versa. To get leverage, you have to persuade your counterpart that they have something real to lose if the deal falls through.

Evidenziazione (Giallo) | Posizione 3458

Positive leverage is quite simply your ability as a negotiator to provide—or withhold—things that your counterpart wants. Whenever the other side says, “I want . . .” as in, “I want to buy your car,” you have positive leverage. When they say that, you have power: you can make their desire come true; you can withhold it and thereby inflict pain; or you can use their desire to get a better deal with another party.

Evidenziazione (Giallo) | Posizione 3473

Negative leverage is what most civilians picture when they hear the word “leverage.” It’s a negotiator’s ability to make his counterpart suffer. And it is based on threats: you have negative leverage if you can tell your counterpart, “If you don’t fulfill your commitment/pay your bill/etc., I will destroy your reputation.” This sort of leverage gets people’s attention because of a concept we’ve discussed: loss aversion.

Evidenziazione (Giallo) | Posizione 3485

If you shove your negative leverage down your counterpart’s throat, it might be perceived as you taking away their autonomy. People will often sooner die than give up their autonomy. They’ll at least act irrationally and shut off the negotiation.

Evidenziazione (Giallo) | Posizione 3491

Normative leverage is using the other party’s norms and standards to advance your position. If you can show inconsistencies between their beliefs and their actions, you have normative leverage. No one likes to look like a hypocrite.

Evidenziazione (Giallo) | Posizione 3587

As children, our daydreams feature ourselves as primary players in great moments: an actor winning an Oscar, an athlete hitting the game-winning shot. As we grow older, however, our parents, teachers, and friends talk more of what we can’t and shouldn’t do than what is possible. We begin to lose faith. But when someone displays a passion for what we’ve always wanted and conveys a purposeful plan of how to get there, we allow our perceptions of what’s possible to change. We’re all hungry for a map to joy, and when someone is courageous enough to draw it for us, we naturally follow. So when you ascertain your counterpart’s unattained goals, invoke your own power and follow-ability by expressing passion for their goals—and for their ability to achieve them.

Evidenziazione (Giallo) | Posizione 3635

people operating with incomplete information appear crazy to those who have different information. Your job when faced with someone like this in a negotiation is to discover what they do not know and supply that information.

Evidenziazione (Giallo) | Posizione 3761

If this book accomplishes only one thing, I hope it gets you over that fear of conflict and encourages you to navigate it with empathy. If you're going to be great at anything—a great negotiator, a great manager, a great husband, a great wife—you're going to have to do that. You're going to have to ignore that little genie who's telling you to give up, to just get along—as well as that other genie who's telling you to lash out and yell.

Evidenziazione (Giallo) | Posizione 3773

When you ask calibrated questions, yes, you are leading your counterpart to your goals. But you are also leading them to examine and articulate what they want and why and how they can achieve it. You are demanding creativity of them, and therefore pushing them toward a collaborative solution.

Evidenziazione (Giallo) | Posizione 3787

Here are some of the best techniques for flushing out the Black Swans—and exploiting them. Remember, your counterpart might not even know how important the information is, or even that they shouldn't reveal it. So keep pushing, probing, and gathering information. ■ Let what you know—your known knowns—guide you but not blind you. Every case is new, so remain flexible and adaptable. Remember the Griffin bank crisis: no hostage-taker had killed a hostage on deadline, until he did. ■ Black Swans are leverage multipliers. Remember the three types of leverage: positive (the ability to give someone what they want); negative (the ability to hurt someone); and normative (using your counterpart's norms to bring them around). ■ Work to understand the other side's "religion." Digging into worldviews inherently implies moving beyond the negotiating table and into the life, emotional and otherwise, of your counterpart. That's where Black Swans live. ■ Review everything you hear from your counterpart. You will not hear everything the first time, so double-check. Compare notes with team members. Use backup listeners whose job is to listen between the lines. They will hear things you miss. ■ Exploit the similarity principle. People are more apt to concede to someone they share a cultural similarity with, so dig for what makes them tick and show that you share common ground. ■ When someone seems irrational or crazy, they most likely aren't. Faced with this situation, search for constraints, hidden desires, and bad information. ■ Get face time with your counterpart. Ten minutes of face time often reveals more than days of research. Pay special attention to your counterpart's verbal and nonverbal communication at unguarded moments—at the beginning and the end of the session or when someone says something out of line.