

HOW TO NEGOTIATE

MIRRORING

Mirroring is simply repeating the last few important words your counterpart said. It is great when you are at a loss for words. No matter how blank your mind may feel, somewhere in the recesses of your memory you can pull out the last three words of what someone just said. It's great for helping you get on track.

LABELING

As part of your preparation process, consider and write down a summary of the situation as you know it. Then consider the predictable positives and negatives your counterpart is likely to bring to the table. Whether these predictables are reasonable or not isn't relevant. Prepare 3-5 labels in advance to deal with them.

- It seems/sounds/looks like...
- It seems like you've put some thought into this...
- It seems that "x" is important to you...
- Instead of what's the chance, say I'm sure this is going to seem greedy...
- Seems like your powerless here...seems like there's nothing I can say...seems like there's nothing you can do...
- It seems like you are frustrated/upset etc...
- You're not going to like this, and I don't blame you from walking away.
- "This is going to sound harsh" is a great label to lead off with when you know your counterpart is going to have a negative reaction to what you are getting ready to say.

ASK CALIBRATED QUESTIONS

"What makes you ask? It seems "x" is important to you?" Examples:

- How does this look to you?
- What about this works for you what about this doesn't work for you?
- What about this is important to you? How can I make this better? How would you like me to proceed?
- What is it that brought us into the situation? How can we solve this problem? What is the objective? What are we trying to accomplish here? How my supposed to do that?
- How will we know we're on track?
- How will we address things if we find were off track?
- What's the biggest challenge you face?
- What are you up against here?
- What causes the most frequent breakdowns?

HOW TO NEGOTIATE - continued

GETTING A NO

- "Is it ridiculous...?"
- "Would it be horrible...?"
- "Is it a bad idea...?"
- "Have you given up on...?"
 - Intentionally getting people to say "no" - move away from "would you like to try this" to "are you against this" - create "no" oriented questions, not "yes."
 - Instead of asking "do you have a few minutes to talk", ask, "is now a bad time to talk?"
 - Mislabel one of the other parties emotions or desires "so it seems that you are really eager to leave your job" when you know they want to stay - this forces them to listen and tell you that's not it, but this is.

TRIGGERING, "THAT'S RIGHT"

- Effective Pauses - silence is powerful.
- Minimal encouragers - "yes", "OK", "Uh Huh", "I see"
- Mirroring - listen and repeat back what the other person has said
- Labeling - give the other person's feelings a name and identify with how they feel
- "It/you seems/sounds/looks like..."
- Paraphrase - repeat back to them what they said in their own words
- Summarize- combination of rearticulating the meaning of what is said plus the acknowledgement of emotions underlying that meaning = paraphrasing+labeling

APPLYING DEFERENCE

- Negotiation is about letting the other side get what you want
- "Yes" is nothing without "how"
 - "How am I supposed to do that?"
- Give the other person the illusion of control
 - How are we supposed to do that?
- People aren't afraid to fail, they're afraid to fail in a new way
- Never be mean to someone who can hurt you by doing nothing