191XODT 110201
8/21/18 - 8/23/18
HW — ask
drivers
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retired @ 34
①

8-21-18   Negotiating When You Have to Win

X   Win Win   language
         want others to still
         want to do business w/ you

J. Camp   'Start w/ No'
C. Voss   'Never split diff'
R. Fisher   'Getting to Yes'
S. Fowler   "Why Motiv. People
                Doesn't Work"

employer perspective

         valued   but
         love to have you,   unfortunately

         can   offer
                    ⤷ flex + benefits, possible increases
                         + opportunities
         prom to   reeval

         ⟶ besides money; what wanted?

         keep emotion in negotiations, vulnerability good
         consider asking team about new hires

   ✱   * stop seeking consensus (no compromise
                                     no splitting diff)
       "let's meet in middle" - speaker assumes advantage
                                  + is keeping score

         seek collab. "we want best for us"

         people want to be heard, not humored

         "out of respect for what you shared, I dw
          to insult you with an offer"

Drivers in ~~Commer~~ Negotiations

time - dates & deadlines
money - save, make, earn
people - who and impact
opp - how & next

"what did you like about ..."
"if you had to choose top 2 priorities"
asking - if they pick all 4 or only 1; conversation
reveals more

Negotiation IS Communication

if our rooms not ready,
hotel attend "if you think its worth it,
to wait for better one
if not people person, appreciate their other drivers "oh, you -
are quick

— Information gathering + Infuence behavior
(lasting change
beyond interaction)

great negotiators aim to use
skills to reveal surprises they are
certain exist

—

doing nothing is option, if powerful

—

ID what they need
make fell safe so they are open
to share what they want

types

      alpha   —   predictable , control for ego

  accomodator —

     analytic   ·   dispassionate, reason + pragmatic

   indifferent = let them speak first (find black swan, hidden interest)

common

      'it's not my decision'

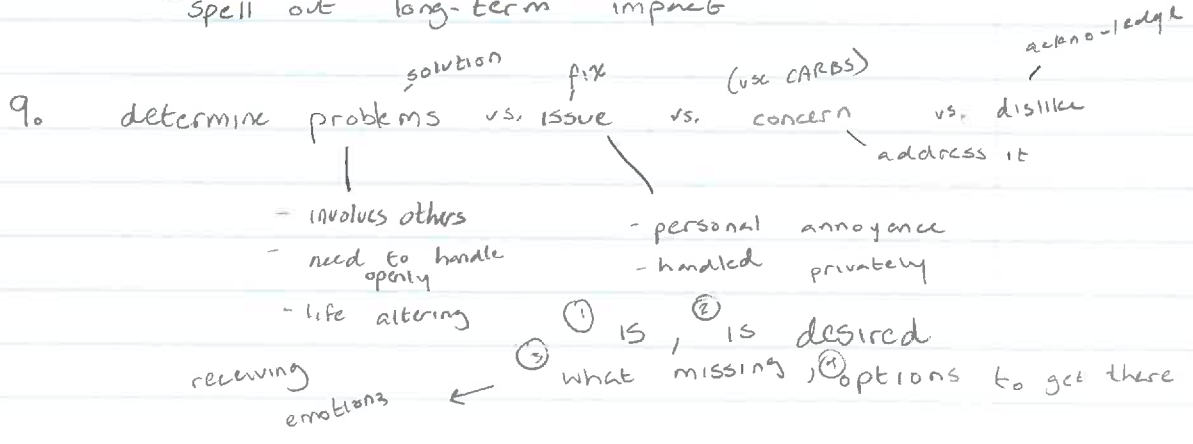   'win - win'

        someone will lose, compromise

negotiators want to correct you
let them speak first

buy w/ emotion, empathy — not only money

males — change tone to empathetic

Top 10
   - connect + respect = results
   - Focus on emotions (can derail ration) important to ID
   - we compromise by fear to be safe
   - what works for <u>most</u>
   - spell out long-term impact

            solution   fix   (use CARBS)   acknowledge
9. determine problems vs. issue vs. concern vs. dislike
                                           address it

      - involves others   - personal annoyance
      - need to handle openly   - handled privately
      - life altering   ① is , ② is desired
  receiving   ③ what missing , ④ options to get there
    emotions ←

So

ask w/ WHAT + HOW   (vs. why - offensive)
                + listen

– Handling Answers
        listen   (what didn't
                                      they say?)
        restate to affirm   (purpose
                                      of convo)
        am i open to this?   (be clear w/ limits,
                                      budget)
process —   decide together

– Calibrate ?s   for Buy In
        no fixed answers (no yes/no)
        rephrase ⇒ what /how   to   reveal   (not why)
                                        needs + wants
                        "what do you hope they leave w/?)

        why do I want to join?   vs. how can I use this?

        ○ How does this/that   fit w/ you? (or w/ team)
                    -making them step back + review
        ○ What makes you ask?
                    - not 'why'
                    'at no point do I want you to feel misled"
        ○ How do we know team on board?
                    indicates relationships

        ○ How do you see this playing out

⑦ mirror words selectively
    repeat last 2-3 words / paraphrasing
    they feel safe   'it sounds like'

    mirror   >   positive reinforcement
    "so you like the salmon?"   "the salmons great"

⑧ Pick Voice
    late night DJ   (15%)   (in control, calmly)
    positive / playful   (80%)
    assertive   (<5%)   (if willing to walk away)

※ ⑥ Slow the conversation
      w/ what / hows
      gives more time to think

⑤ tactical empathy
    demonstrate humaneness, your own similar experiences
    proactively ID fears (sounds like you're concerned about)

    label emotions, — they'll   correct you + reveal
               — or to grab attn. if
                      they're not focused
    "wow, really sounds like you're frustrated"

Ⓐ No   Ⓑ That's Right   Ⓒ Yes 3x

Ⓒ

④ Push for No-Oriented ?s

'Is now a bad time to talk?'   (vs. good time)

※ 'Have you given up on project?
          is this dead?

(risky)   do you want me to fail?

They feel in control now,

"Yes" someone agreeing to get by

"sound like ....."   "that's right"
                          ↓
                  desired response

"what would you say 'no' to?"

③ Trigger this
              they believe imagination possible
      base mirroring on feels

Yes 3x

②   get   to   price

mention competitors & what thay'd offer

give   ref.   point   before revealing #s

23,768   >   24,000

    ↳ non-round   + non-monetary, benefit

                (↑ shows at limit)

Sounds like...   you   don't care where

make   them feel like they have something to lose

①   move on

don't gloat, appreciate

New hire activity

info gather {
"what did you like about old job?"   ID drivers

"sounds like you're looking for...."   trigger "that's right" (is it true?) or Yes
that ...

influence {
"other staff @ level get 25% less"   reference + clear limits

↳ we'd be happy to provide x, y, z

"how does this fit w/ you?"
}

discuss w/ team

TIME   "how long were you..."   not "who did you work for"

MONEY   [save, earn] "you won't be embarrassed to share..."

PEOPLE   assist > help

OPPORTUNITY   how & next

Negotiating Salary

not   I'm worth

*need Expo for Debbie

Negotiating (2/2)   8-23-18

Low-10, Old School , not recommended

                    keeping poker face
                  don't get emotional
                  separate people from problem

  extreme demands / layover
          - dont be rattled
   tied hands
              - who can untie?, who can I invite?
   take it or leave it.
                  - ignore , use CARBS
                  tactical empathy, mention competitors
   wait for counter-offer, before offering more
   trying to make flinch
   insult
          super calm + let's revisit   I'll let you
                                       decide how to
              + "hmm" +   handle yourself

   bluff + lie
          speak truth politely
   threat
          recognize w/ CARBS   dont react
   BATNA alternative (keep one)

3 success steps

① Positive env.
② Produce empathy   practice smiling   (tongue to back of teeth for static smile)
③ Provoke response w/ label (what would interest you)

① people want lasting good feeling (how it ends lasting feels)
recog talents if they can help you more than they are

② apology, humility
introduce yourself   (my expression may not be matching how much we care, please know this)
[it's unfortunate we have to meet this way]
use their name sparingly
get connected   [I wish I had an answer but I don't]

"How to negotiate
when yes
it not enough"
book

Debbie - 3 bids
before busi ness

Setting Expectations   (before Negot.)
        be specific   (let's meet 1 hr w/
                                          max of 3 , ideas)
        get back in touch (regardless)
        ask questions
        don't guarantee   (our plan is to have
                             Decision by mid-Novem.)
                           (based on info , we anticipate)

        don't   Over Promise, Under Deliver
           or   Under Promise, Over Deliver (may work
                                               first time)
        do   Approp. " , Approp. "

Volatile

        Position properly (get near exit, just in case)
        Focus on answers + future plans
         Think on success / best for both
         If / when to exit, postpone

        V - voice of emotion
        O - offer interest , not information [thanks for
                                                 letting me know]
        L   leave ego , invite humility
        A   ask calibrated ?s
        T
        I   include fears   [are you nervous
                                        this wont happen]
        L   let go
        E   execute option if no solution / fix