

FUTURE PRESENT

# NEGOTIATION CHEAT SHEET

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ways to influence  
better outcomes from  
your negotiations



Summarised from

**“Never Split the Difference”**

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The best selling book by **Chris Voss**

# 1

# GOAL SETTING



## Creating Best & Worst Case Scenarios

# 1



Set an optimistic and realistic goal and define it.

# 2



Write it down.

# 3



Share it with a colleague (stops you backing out).

# 4



Carry the written goal into the negotiation/meeting.

**Only make goals around the best case. It helps you avoid the scenario of offer, counteroffer, offer, counteroffer, settle in the middle.**

If you have a last resort, that's where you'll end up settling, and it will have you aiming low entering the negotiation.

Setting modest goals creates a situation where it becomes the focal point and something of significant psychological significance that you'll feel it essential to achieve to protect your self-esteem. You'll concede everything beyond it as it becomes easier to claim victory when aiming low.

It's ok to have a worst-case, so you know what you can't accept, but don't take that to the meeting.

# 2

# SUMMARY



## Getting To

# “THAT’S RIGHT”

Why are we / you here?

What do you want?

Why do you want it?

**Before starting a negotiation, you have to describe the lay of the land and agree on it with the other person.**

Summarising and writing down the known facts that have led up to the negotiation will show much empathy and get you both on the same page straight away.

The goal in summarising the situation is to get a “that’s right”. If you don’t, you haven’t done it right, and it risks setting the meeting up for failure. Your counterpart needs to feel understood and trust in your credible assessment of the situation as you’ve understood it so far.

# 3

# LABELS



## Doing an Accusation Audit

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**Have a list of three to five prepared labels and accusations that the other person might feel about you, your business, your proposal etc.**

By labelling, you will very quickly diffuse the negative emotions and concerns, reveal new information, build empathy and help them to focus.

To achieve this, anticipate how your counterpart feels about the facts you've summarised and how any accusations they might make no matter how ridiculous or unfair they might be. Turn each accusation into a list of no more than five labels.

→ **It seems like XXXX is valuable to you?**

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→ **It seems like you don't like XXXX?**

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→ **It seems like you value XXXX?**

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→ **It seems like XXXX makes it easier for you?**

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→ **It seems like you're reluctant to XXXX?**

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**Ask them in groups of two as it helps a person think about the same things from different angles.**

# 4

# CALIBRATED QUESTIONS



## Be Relentlessly Curious

**Have a list of three or four questions that reveal value to you or the other person and identify deal killers.**

Always look what you believe the counterparts demands and position might seem and dig into the underlying motivation. Your goal is to find out what is making them what they want.

Motivations are what people worry about what they hope and lust for. It's easy to assume that the other person's needs conflict with our own, so don't limit your field of vision to your issues or problems.

01

What are we trying to accomplish here?

02

How is this worthwhile to you/your business?

03

What is the core issue here?

04

How does XXXX affect things for you?

05

What is the biggest challenge you face?

06

How does XXXX fit into what the objective is?

**Questions to identify deal killers in the room and unearth the motivations of those not at the meeting that might have a stake holding in the decision.**

## **HOW**

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How does this affect the rest of your team?

## **HOW**

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How onboard are people not on this call?

## **WHAT**

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What do your colleagues see as the main challenges in this area?



**“Change can make people in control of a decision look like they haven’t been doing their job properly”.**

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**It can be challenging to help them to feel they will look good in the face of that change.**

Put money aside, no matter how tempting. Many negotiations will hinge on things outside of money, such as self-esteem, autonomy, status. Consider the perceived losses to the other person as they will feel twice as painful as the equivalent win.

**What are we up against here?**

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**What is the biggest challenge you face?**

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**How does doing this project with us affect things?**

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**What happens if you do nothing?**

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**What does doing nothing cost you?**

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**How does this project resonate with what your company prides itself on?**

Ask them in groups of two as it helps a person think about the samethings from different angles and follow up with labels that turn their responses back to them and helps you to expand the information.

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Seems like  
XXXX is  
important to  
you?

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Seems like you  
feel my company  
is in a unique  
position to XXXX?

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Seems like you  
are worried  
that XXXX?

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# NON CASH OFFERS



## Finding The High-Value Low Cost Variables

List any non-cash items that would be valuable to you as they might significantly advance your business.

What could they give that could get you to do the project for free?

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E.g., advertising or promotion to a large and attractive audience, contra deal for their services.

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# NEGOTIATION ONE SHEET

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## 1. Core Goals

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## 2. Summary

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## 3. Labels

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## 4. Questions

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## 5. Non-Cash Offers

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