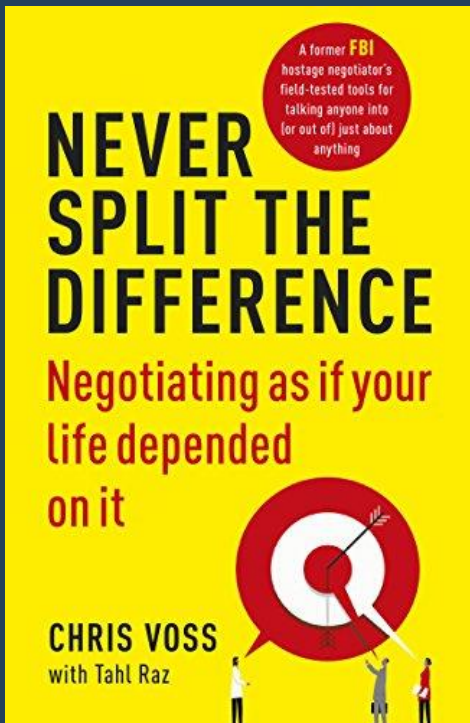




Never Split the Difference

Year of publication: 2016

Author: Chris Voss

293 pages

Link for purchase: <https://amzn.to/2OyhCEh>

The book "Never Split the Difference" (2016) brings, in 274 pages, the content of negotiations, experiences, histories and analyzes of the author Chris Voss, who was negotiator of the FBI (Federal Bureau of Investigation) in USA. In addition, the book presents the ideas of Tahl Raz, journalist and co-author of the bestseller "Never Eat Alone" (2005).

Score

9

9 Aplicability
8 Inspiration
8 Innovation
9 Impact on results
9 Structure

Main ideias of the book

- The human side of negotiation;
- The search for information;
- Empathy;
- The right way to talk;
- Applying the techniques.

For whom is this book suitable?

This book is suitable for those who want to understand the techniques of negotiations used in more complex situations, which seek, among other things, to calm, gain time and discover the vulnerabilities of the other trading party.

Overview of the book

The human side of negotiation

First of all, stop and think! Do you consider that negotiation is only rationality and intelligence? Yes or no? Save this answer! At the end of the text we will take it back!

According to the author, the negotiation that an FBI agent does is similar to what you do when you're at home, with your friends, or at your company.

If you have already failed in some negotiation, that does not mean that this is not for you. For the author, you just did not trade right.

Negotiating, in summary, is trying to do things in your way. In this way, trading is much more common than most think.

It is noticeable that there are people with more facilities than others. But where is the difference?

The difference is that good negotiators understand that negotiation is more than just logic and intelligence, because they understand that humans are not always rational. It sounds kind of disruptive, does not it? But that is exactly what the psychologist Daniel Kahneman and the economist Amos Tversky have discovered. According to them, humans act, many times, based on their animal nature, which is irrational, spontaneous and wild, when they have to decide something.

In this way, to be a good negotiator, it is imperative to understand human nature.

Did you see how the book brings few common concepts? So for the author, negotiation is not only rationality and intelligence, but also a set of factors that take into account human nature.

If you answered "Yes" to the question from the beginning, pay attention because there is more! If you answered "No", excellent, you were already on the right track; now keep reading to upgrade!



Do you consider that negotiation is only rationality and intelligence?

Search for information

As you've seen, trading is more than rationality and intelligence and to negotiate with quality you need to understand human nature. There is no better way to do this than the conversation, right?

According to the author, good negotiators seek to obtain as much information as possible from the other party. So, in Chris Voss's view, the purpose of a negotiation is to make the other person talk a lot, because only in that way you can know what he/she wants and need.

But he warns that for this to happen, it is necessary to establish a good relationship with the other party.

You would feel comfortable in answering several questions without having confidence in a person? Probably not, right? Well, according to the author, it is extremely important to have the other person trust you during a negotiation. In this way, the author presents the Rapport technique.

It works this way: you must first practice Active Listening. When talking to a client or other person with whom you are negotiating, actively listen to what she says, engage in the conversation, seek to show interest in the version she is telling you.

Another way to engage in conversation is through mirroring. This technique corresponds to the act of repeating, with an interrogative tone, what the other party is saying. Do you want an example?

The client says, "My meetings are not working and they are not being productive." You should ask questions about it, such as:

- Seriously, is it not working?
- Really?;
- In your opinion, that happens for what reason?
- What have you tried to do ?;
- How can I help you?

Do you know why this works in a negotiation? This practice makes you approach the other person because she will feel that you are similar and understand the situation she is going through. That way, you create a sense of belonging and trust. If that happens, you have won the much-desired confidence to negotiate the best way.

The next step is to really understand what the person wants. One of the worst feelings is to close a deal just under the pressure of the moment and then become dissatisfied with the end result. For the author, accepting a bad agreement is a mistake that he calls Split the Difference.

To avoid this, the author emphasizes the fact that you should invest in conversation and questions in order to discover needs that the person did not want to share or even that they do not know they have. Only then it will be possible to offer a good business.

Empathy

Did you know that the evolution of a negotiation is established in the understanding of the emotions of your client / supplier? Yes, that's right! Do you know how to do this? According to the author, you must develop empathy to conquer this evolution.

Empathy is the ability to put yourself in another's person situation. What do you get with it? You seek to understand what the person is talking about and what he is going through. It is important for you to know that being empathetic does not mean agreeing, but understanding the situation.

By exercising such an attitude, you create greater trust with the other party.

The right way to talk

Have you ever been upset with someone because of the way he/she talked to you no matter how relevant the content was? This happens because the way you speak influences the behavior of the other.

In this way, this can also be applied and has an impact on the negotiations. It is therefore advisable to pay attention to the speed of voice and intonation during a conversation.

Do you want an example? If you are talking to a nervous and distressed person, you should use a deeper, softer voice.

Also know that by using a cheerful and positive voice, you demonstrate that you are empathic and relaxed. The suggestion is that you use that tone most of the time and that you smile as you speak, that makes people more willing to negotiate with you.

Keep in mind that if you speak the right way, the person becomes more likely to share the information you seek.



So make sure that the other party understands that he/she will lose something if he/she doesn't accept the proposed agreement.

Rule 7/38/55

The author cites this rule by UCLA professor Albert Mehrabian, who discovered in two studies that only 7% of a message is based on words. Meanwhile, 38% is represented by voice and 55% is represented by the body and facial expression of those who want to get the message across.

Be aware of this in your next negotiation.

Applying the techniques

To negotiate in difficult situations, as in the old routine of Chris Voss, he suggests that you start with questions that start with "What" or "How", as this forces the other party to help you. Examples:

- How can I help make it better for us?
- How would you like me to go about it?
- What brought us to the present situation?

- How can we solve this problem?
- How much is this important to you?
- What is the purpose / What are we trying to accomplish here?
- How should I do this?

The author also suggests practices you should avoid in a negotiation, for example:

- Do not ask questions beginning with "Why" because the use of this term is intimidating;
- Do not try to force the other party to say that you are right;
- When under attack or in a difficult situation, pause and avoid very strong reactions.

Also know that using expressions like "That's right" is more advantageous than using "Yes" during a negotiation.

The author also warns that people tend to take risks more to avoid losing something, rather than winning. So make sure that the other party understands that he/she will lose something if he/she doesn't accept the proposed agreement.

In this way, he suggests that if you are to negotiate a price, you should follow the order:

- Set a goal;
- Start by offering 65% of the value;
- Calculate other values, of 85%, 95% and 100% and increase gradually;
- Use empathy;
- When you reach a final value, speak accurately, without rounding.

What other authors say about it?

The author Neil Rackham brings in his book "SPIN Selling a method of negotiation that is based on questions of Situation, Problem, Implication and Need of Solution. For the author, asking quality questions is the best way to convince someone.

Robert B. Cialdini, in the book "Influence: Science and Practice", seeks to explain how to influence people and also not to be influenced by others. In addition, he brings the six psychological principles that influence client decision-making.

Jeffrey Gitomer, in the book "The Sales Bible", demonstrates good practices from a good salesperson, such as the habit of being positive when talking to a customer, and the importance of setting goals and cultivating a network of contacts.

Okay, but how can I apply this in my life?

As seen in the book, to succeed in a negotiation, you need to:

- Make the other party talk a lot;
- To do this, create an environment of trust, through the techniques of mirroring, empathy and active listening;
- Ask the right way;
- Oh, and be very careful with your tone of voice and your body expression as they are essential factors in a negotiation.



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