# **CHAPTER 1** THE NEW RULES

How to Become the Smartest Person . . . in Any Room 1

#### **CHAPTER 2 BE A MIRROR**

How to Quickly Establish Rapport 23

## CHAPTER 3 DON'T FEEL THEIR PAIN. LABEL IT

How to Create Trust with Tactical Empathy 49

## CHAPTER 4 BEWARE "YES"—MASTER "NO"

How to Generate Momentum and Make It Safe to Reveal the Real Stakes 74

# CHAPTER 5 TRIGGER THE TWO WORDS THAT IMMEDIATELY TRANSFORM ANY NEGOTIATION

How to Gain the Permission to Persuade 96

#### **CHAPTER 6 BEND THEIR REALITY**

How to Shape What Is Fair 113

## CHAPTER 7 | CREATE THE ILLUSION OF CONTROL

How to Calibrate Questions to Transform Conflict into Collaboration 140

# **CHAPTER 8 | GUARANTEE EXECUTION**

How to Spot the Liars and Ensure Follow-Through from Everyone Else 162

## **CHAPTER 9 | BARGAIN HARD**

How to Get Your Price 188

# **CHAPTER 10 | FIND THE BLACK SWAN**

How to Create Breakthroughs by Revealing the Unknown Unknowns 213

Acknowledgments 247

Appendix: Prepare a Negotiation One Sheet 251

Notes 259

Index 263