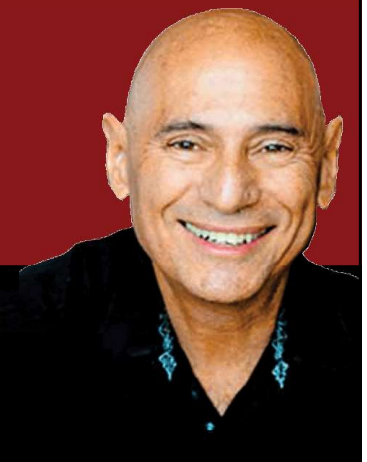


***Practical
Powerful
Profitable***

The **SECRETS** of
EMPOWERING
NEGOTIATION

Action Guide

Dr. Richard Kaye



Title: *The Secrets of Empowering Negotiation*

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Introduction to this Activity Guide

This activity guide is a companion to the audio program. It is not a replacement; you will find material in the program which is not in this guide, and you will find material in this guide which is not in the program.

A brief note about the material in this system: while it's nice to hear about million-dollar deals and multimillion dollar deals in negotiation trainings, the reality is most of us don't live in that world. The material in this system is designed for people just like you; people who want to take their skills to the next level. Whether you are buying a computer, a car or a house, the skills are all the same. For that reason, the illustrations in this system are about everyday things, to support the way you really function in your life.

That being said, the same strategies will come into play when you are making those huge deals; exactly the same strategies.

Personally and professionally, the material in this system will help you take your communication and negotiation skills and strategies to the next level.

Enjoy the journey.

The Secrets of Empowering Negotiation Revealed Study Guide

Listening to a talk, an audio program, or even reading a book, is a great way of taking in information. However, if your goal is to have mastery of the information, it is important to find a way to put what you've learned into play, that is, to actually use it. That is the purpose of this activity guide. You didn't learn to drive a car by reading a manual or sitting in a lecture. That may have given you a foundation; however, until you sat behind the wheel, it was all just theory. As you go through this guide, you'll learn how to put the strategies you heard during the program into play.

The exercises in this activity guide are designed to anchor your new skills and knowledge, so you become a much finer communicator and a more sophisticated, master negotiator. Remember: all negotiation you learn here should lead to everyone feeling they win. And, as you go through this material, you'll learn that doesn't just mean they got a better price.

I can only share with you my own experiences of taking in new information. Quite frankly, when I listen to a program, I may go through it two or three times; each time I learn something new. Obviously, all of the information was there the first time; however, I was different. The first time through, I may have been in a different space, my attention might have drifted for a moment, or I just wasn't ready to receive that information.

The program that accompanies this study guide is rich with information. I assure you, if you listen to it a few times, you will pick up nuances you may have missed the first time. To tell you the truth, when I review this material (and I created it!) I am often reminded of things I had forgotten about.

As you go through this guide, you'll make new distinctions about things you did or did not get the first time, or perhaps the second or third time.

You'll make those distinctions because you are ready to get them now.

As you go through this material and incorporate what you learn on a daily basis, the quality of your life will improve. I suspect your improved communication and negotiation abilities, skills, and strategies will also lead to an increase in your revenue.

Undoubtedly, there'll be some things you heard listening to the program you already know. For those items, the information will simply be reinforcement, as well as a reminder of what you know.

And, if you're like most of us, there are many things there that while they make sense, no one brought them to your awareness.

So, if you are like most of the people who have given me feedback after incorporating this system into their lives, you will find many "ah-ha" moments. That's a good thing.

Granted, some of the answers to the questions here may seem obvious, simple, and fundamental. Yet, it is my experience when I teach on a platform, a workshop, or a webinar, there are a significant number of people who don't realize the importance of the questions and answers. So I invite you to go through this book, not with a fine tooth comb, but with an eye toward improving your skills. Yes, I know, some of the items are really simple. If you want to skip them, go right ahead. But why would you? There's enough information in this book to keep you busy for quite a while.

The flow of this study guide will generally follow the order of the materials in the program; the questions cover the subjects in the program. So, if you wish to go back to the program and listen to that segment, you know where to look and listen.

As you go through this study guide, please remember this is for you, your transformation. Should you come to a statement, phrase, or material, which causes you say, "I already know that," you are doing yourself a disservice. Those can be the very dangerous words, because once your mind hears those words, whether you speak them out loud or not, listening (or reading) beyond that becomes muddled, and you may miss valuable information.

You made the investment in yourself when you purchased this system. I invite you to go through this material with an open mind, and enhance your skills and abilities.

While the title of this program is, *The Secrets of Empowering Negotiation*, you should know there really are no secrets. The truth is, much of what you heard in the program is common sense. However, as Will Rogers said, "Common sense ain't common."

Let the adventure begin...

What would your personal life, your business life, and your social life be like if you had better communication skills? What are some things that may show up differently?

What would your personal life, your business life, and your social life be like if you had more powerful negotiation skills and strategies? What are some things that may show up differently in your life? How might your life change?

Okay, did you answer those two questions? If not, why not?

Remember this study guide is designed to help you improve the quality of your life, so you can earn more income, take better care of yourself and your family, and live the lifestyle you would like to live.

If you didn't answer those two questions, you may want to ask yourself, "Why not?" Remember, you made a significant investment in this system to improve the quality of your life; I invite you to go for it.

Okay, time to move forward with your self-study program:

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Is this a good time?

- Q. What is one of the most important things you can ask the person who answers the phone when you call?
- A. "Do you have a moment?" Or, perhaps "Is this a good time to talk?"

Remember, no matter who you are calling, you are an interruption in somebody's day. Whether it is your spouse, child, business partner, an employee, employer etc., you are an interruption. Remember the last time you received a phone call while you were in the middle of doing something, anything actually, and you took the call? Regardless of what you were doing, the call was an interruption. Maybe a welcome interruption, but nevertheless, it was an interruption.

With that in mind, the most important thing to do is find out if this is a good time for the person to talk with you.

The operative response here is: Get permission to talk with that person.

If it's not a good time

- Q. What is the best way to respond if the person you are calling says it is not a good time to talk to them?
- A. While it may sound obvious, what you do is ask them when is a good time to talk. Do not continue talking, blurting out what you are calling about (unless it is an emergency of course), ignoring their response.

How would you feel if someone did that to you, or perhaps if it has been done to you, how did you feel?

While the call may be important to you, it obviously is not the right time for that person to speak with you.

Respect that.

That being said, it's always a puzzle to me, why someone would answer the phone and say, "I can't talk now." I don't know about you, but I just want to yell into the phone, "Why'd you answer the phone in the first place?"

Now you would never do that, would you? Answer the phone and say, "I can't talk now."

If you can't talk, don't answer the phone!

Okay, so you and the person have agreed on a date and time to call back. Be punctual. As I sit here writing this, I had a call scheduled at 1:30 with somebody who was calling me. At precisely 1:30, the phone rang. I told September how much I appreciated her being right on time. When someone is punctual, especially in today's non-stop world, acknowledge and appreciate them.

That truth be told, there have been times I scheduled a call and blew it. Undoubtedly, that's happened to you too. The first thing I do is apologize. [There is a huge distinction between, "I'm sorry," and "I apologize." Sorry means: "ashamed, embarrassed, or unhappy about something that you have done." To apologize is to express regret for something that one has done wrong" i.e. -

taking responsibility.] Something to the effect of, "Alan, I was supposed to call you at 1:30 today (or even yesterday; yup, I have at times blown it by a day), I apologize for being late. Is this still a good time?"

So the essence here is simply if it is not a good time, respect a person's answer and reschedule a call.

Now you're back to item 1: "Is this is the time?"

Common courtesies

- Q. What are some common courtesies when you're on the telephone with somebody?
- A. Again, this may sound obvious, but the most common courtesy is to be present with the person on the phone.

I feel very strongly about this.

How do you feel when you're on the phone with someone and they say something such as, "Excuse me, I have a call to take. I'll be right back?" Or, perhaps there are even more rude and just say, "Hang on."

If you're like most people, you certainly don't feel honored, empowered, or important to that person. You may even be pissed off. And you have every right to be.

Now you would never do that, would you? Take a call from another person while you're on the phone with somebody. How dishonoring.

As I wrote earlier, a lot of the information on the CDs and in this study guide is com-

mon sense. You know, the things you don't like being done to you, but you may unconsciously (or consciously!) be doing to others. Just stop doing it.

On my phone, call waiting is off. If I'm on the phone with you, I'm on the phone with you. During that call, you are the most important person to me. I'm going to be totally present and focused on you. You have all my attention. If someone is calling me, it's going to roll over to voice mail; if it's important for him or her to speak with me, they'll leave a message. Then, I have the choice whether to return their call or not.

I will not interrupt a call with you to take a call from somebody else. I invite you to turn call waiting off.

Now, on my cell phone, as well as on some office systems with caller ID, you can see who is calling. If it happens to be my son, I will explain to the person I'm on the phone with, my son is calling, I'm going to take his call, I'll be right back.

The relationship with my son is more precious than any business relationship I will ever have; so taking his call trumps everything else. If you have a spouse, or significant other, or children, I invite you to recognize the significance of those relationships too.

And speaking of being present, you can often hear someone on the other end of the phone when they are talking with someone else, you may hear them clicking away on the keyboard (and you know they're not taking

notes), perhaps they are checking e-mail, browsing the Internet, checking their bank account, paying bills, designing website, or who knows what else?

And again I ask you, you would never do that, would you?

Just notice how you feel when you're on the receiving end of it, and remember that when you're on the phone with someone else.

Be present with the person who whom you are speaking.

Outgoing phone messages

Q. What are some things to consider in your outgoing phone message?

A. Be brief, and to the point.

When you place a phone call, to a person or business, do you enjoy listening to a long, droning message? Or worse, when the answering system answers and you hear music, and more music, and more music. No message, just music.

That may be great if you're calling a teenager. While it may be not pleasant to listen to, it is somewhat age-appropriate. Unfortunately, I've experienced adults with nothing but music on their outgoing message.

I've also encountered messages that simply say, "You've reached me, leave a message."

Are you certain you dialed the right number?

And when calling a business, how often have you placed a phone call, the phone rings a few times, a voice message begins, and you

hear the history of the company, the name, the hours of operation, the specials of the week, their e-mail address, their website, and, oh, by the way if you're still listening to this message, take even more time and leave us a message, and do so at the sound of the beep.

Do you enjoy listening to those messages when you hear them?

What's your message like? Why would you think someone would enjoy listening to yours? You wouldn't have a long-winded outgoing message, would you?

If you did not change your outgoing message after listening to the CDs, you may wish to do so after going through this segment!

If you're like most people, when you hear those long outgoing messages, you really don't want to listen to them. You may get frustrated and hang up. In today's culture of immediate gratification, those long outgoing messages are indeed a barrier to entry. People just don't want to listen to them.

I do hang up on those long-winded messages. I don't have the patience, and you may not either, to listen to them. We make phone calls because we want to talk to somebody, not be entertained, or worse, wonder if you've reached the right number.

The story I told on the CDs is about a company I called, that I thought I might want to do business with. Their outgoing message told me about the hours of operation, all about the services they offer, including, I kid you not, how long they've been in busi-

ness, and more information than you want to hear in a commercial or advertisement. It went on, and on, and on. If they had a prospectus for the company, their outgoing message might've been taken directly from that document.

With most phone systems you can press # to bypass the message and go directly to the recording options.

Well I did that, and it took me back to the beginning of the message. I pressed # again, and again was taken back to the beginning of the message. That was enough for me; I hung up.

I really thought I would want to do business with this company, so I sent an e-mail to them telling them I could not navigate their voice mail system, and I prefer not to wade through a long message. My message asked for a return phone call. Oh, I did tell them I was potential new client.

I never heard back from them!

That company lost my business because they were more concerned about selling me on their business than allowing me to leave a message, and did not even have the courtesy to return a request for a phone call from my email. Would you want to do business with a company like that? Neither would anyone else. Short messages and returning inquires are good things.

So again I ask, what is your message like? Is it an invitation for someone to do business with you, or is it a barrier to entry?

Have you ever listened to someone's message where they provide their e-mail address and website address? Have you ever rushed to your computer to send an e-mail or lookup their website?

Unlikely. And if you wouldn't do that, why would you think someone is going to do that after listening to your outgoing message?

We'll make phone calls because we want to speak with someone. If you wanted to send them an e-mail, you would have, if you wanted to go to the website you would have.

So by now you understand that your outgoing message should be succinct, brief, to the point, and focused. People don't want to listen to long messages. Again, I ask, how do you feel when you hear one?

Why do you think someone else would want to listen to yours? If you were to call me and get my message, you'd hear a very short one: "You've reached Dr. Richard Kaye. When you leave your message, even if you think I have it, please leave your telephone number with your area code. I'll return your call when I can give you my undivided attention."

Of course, it doesn't have to be that short; but, a long one is a barrier to entry and as a result, you may lose business.

You might also consider ensuring your message, at the beginning, mentions your name, or the name of the company, and perhaps your phone number. As I mentioned before, how often have you placed a call, and the message does not in any way tell you who called? You have no idea if you've reached

the right person or business. Eliminate that as a concern. Again, leave the name of your company, or your name, and your phone number at the beginning of the message. Something such as, "you have reached Dr. Richard Kaye..."

Certainly, if you have different hours of operation this week, or perhaps a special notice, or a sale that you would like people to know about, it's fine to mention these kinds of things. But please, don't recite a dissertation. This is not the place to practice your oratory skills.

If you've not yet done so, this might be a good time to review your outgoing message. Ya know, life gets busy. Go ahead and do it now; and if you decide to change it later, that's OK.

Bookmark this page, and come back when you're done.

By the way, the same thing works for leaving long-winded messages when you call someone. How thrilled are you when you listen to somebody's long story?

How often have you gotten a message that takes a minute to listen to? You don't need all the details. The message is typically to get you to return a phone call. Nothing else.

Now, you would never do that, would you? Leave a long message for someone?

If you want your message to really be listened to, it should be a concise, simple message. I suspect if you're like everyone else, just like listening to long outgoing messag-

es, when someone leaves a long message for you, your mind is saying. "Get to the point, get to the point, and tell me your phone number so I can call you back [or not!]."

Often, simply saying something such as, "Hi Suzy, its Richard. My phone number is [and always leave the area code with your phone number]. I'm looking forward to hearing back from you."

That's really all it takes.

And, I encourage you leave your phone number twice, at the beginning of the message. You see, if you're listening to a message, and you've probably had this experience: you listen to a long message, and the caller leaves their phone number at the end, and they are so animated, or they just say it so fast you can't decipher it.

You have to listen to the message again. You have to play it back. And you have to hope you can make out the phone number the second time, or perhaps the third, after listening to that long message again. If you say the number twice, at the beginning of the message, and someone has to go back and listen for it, it is so much easier. Make it easy for them.

Oh, and there is another issue with long outgoing messages: how often have you called someone, and at the end of a long message you hear, "If you wish to bypass this message in the future press the # sign." Don't you want to scream: "Why didn't you tell me that at the beginning of your message?"

If you are so inclined to offer your callers a long message, and they can bypass it, tell them they can bypass it at the beginning. Make it easy for your callers. I don't know about you, but when I call that company or person back next week, next month, next year, I've forgotten I can bypass the message, and I've got to listen to it all again. Or, I can just hang up.

I work with a colleague who travels a lot, so her office hours are often changing. Should you call her office, her message says, "You have reached the Scher Center for Well Being. You can bypass this message by pressing the pound sign..." Yeah! She then goes on with her message.

Remember: short outgoing messages are actually an invitation for someone to leave you a message; a long outgoing message is a barrier to entry.

So, what is your outgoing message? Have you changed it yet?

Hang-ups

Q. What is the most professional way to end a telephone call?

A. Let the other person hang up first.

Ever finish a phone call and before you can even say the words, "Goodbye," you are aware the other person is already gone? You may even hear the click and the dial tone.

It can be just a little disconcerting. It's just a minor point of enhanced professionalism. I invite you to let the other person hang up

first. Don't be so fast to end the connection. The energetic disconnect can be even more jarring than the physical hanging up of the phone. This goes back to an earlier conversation about being present with people.

Paying attention

- Q. Why is it so important to pay attention when someone is talking to you? And what are some things to be aware of?
- A. Remember the last time you were in a conversation with someone, and they were checking their smart phone, perhaps checking their e-mail or text messages, or even browsing the web? How did you feel? Do you feel really connected to that person? I can say with absolute certainty, you did not feel that person was really present with you, because they weren't.

In today's culture, rich with distractions, it is often a challenge for two people to be totally present with one another. I assure you, you have been out to dinner and seen people sitting at a table, either a couple, or just a couple of people, physically in the same space, yet totally disconnected; they're checking their smart phones for whatever is more important than being present to the people they're with. How sad.

Or, perhaps it's not electronic devices they're focusing on: they're checking their watch (a pretty clear sign they can't wait for you to finish!), looking through the refrigerator, perhaps rummaging through their desk, watching the traffic, etc. You get the idea.

Now you would never do that, would you? Be so disconnected from the person with whom you are speaking.

This is an invitation: be present with whomever you happen to be with.

I've been out to dinner, and you may have seen the same thing, a couple, they appear to be married, and they never looked at each other throughout the meal. They were busy reading the newspaper. And in some instances, it was a literal barrier between them, held up in front of their faces, so they cannot even see each other.

For an added level of intimacy in the conversation, or just connection, you may want to consider looking into the person's left eye. It has been said the left eye is the window to the soul. What if they're right? Now, if you like the right eye, go for it. It doesn't matter. Just be connected with the person.

Stay present with the person, and experience how the level of your communication and connection, increases exponentially.

\$25,000 versus 24,997

- Q. What is the distinction between the two numbers above (aside from the two numbers being different)?
- A. The inclusion of the dollar sign versus the elimination of the dollar sign.

Aside from the three-dollar difference, there is a huge emotional difference. If you're like most people the first one, \$25,000 sounds like a heck of a lot more than 24,997.

Why is that? The word “dollars.”

The word “dollars” has a huge emotional anchor to it. If you’ve ever been to a gambling casino, you notice an interesting phenomenon. You don’t play with money. That is you don’t play with real money. You convert your money into chips. In a casino, you are being disassociated from real money, and the value of money. (Yes, I know you can play the slots with real quarters; however, I’m talking about the larger play games here. And yet, just as an aside, slot revenue is the biggest slice of the gaming pie, accounting for nearly double what table games bring in; probably due to the fact you can now insert your plastic club card, instead of dumping quarters in all the time.)

You understand, aside from all the marketing about slots and high percentage payouts, casinos take in tens of millions of dollars every year. Know in spite of “high percentage payouts,” and “loose slots,” the casinos always win.

Now, if you had to play with the \$20’s or \$50’s or hundred dollar bills on the table, for each round, for how long would you sit there as they keep sweeping your money off the table and stuff it down that little money slot?

Unless you’ve have had too much to drink, the odds are, not for long.

However when you’re playing with chips, the impact of the loss (oh you may win here and there, but overall certainly, you know you’re going to lose) is diminished. What most people do, or at least many people do, is a

reach into their pocket, wallet, purse, pull out more of that green stuff, hand it over to the dealer, or the croupier, and say, "Turn it into chips."

Remember the goal of the casinos is to take in as much money as they can, and they are really good at that! And, while there are myriad places you can convert your money to chips, there is typically only one place where you can convert your chips back to cash. The goal of course is to keep you walking around the casino with those wonderful chips in your pocket, and hopefully, stop by another table and see how much more money you can leave.

And of course, chips you get at any casino are used only in that one casino. Walk out the door to another casino, and those chips are only souvenirs.

Lest you think casinos are the only businesses that have figured out disassociation of the word "dollars" think again.

If you watch television, you've undoubtedly seen car commercials.

Have you noticed they really don't tell you the price of the car?

They may tell you how much you have to put down, they may tell you what the monthly payments are, but they may only occasionally tell you what the total cost of the vehicle is. It is very rare for the announcer to say \$39,000. They may say 38,997. (In marketing today, ending the price with the number seven seems to be the standard.)

I was watching a football game last night and I noticed they've taken this a step or two further: the one-minute commercial was all about the car. There was never a mention of pricing at all. No mention of how much you have to put down, no mention of how much the monthly payments are, and certainly no mention of the actual cost of the car. And, it wasn't even a high-end brand. The only way you'll know the cost is to go to the showroom.

Prices marked with dollar signs have been proven to reduce consumer spending. A 2009 Cornell University study found that diners in upscale restaurants spent significantly less when menus contained the word "dollars" or the symbol "\$." In a society where we're overloaded with information, consumers tend to follow the path of least resistance. Expensive restaurants usually have minimalistic prices like "24," meaning \$24.00, because they want your attention on the food not the price.

It is the same thing in real estate. A realtor may tell you this particular house is available for 667. It would be an unsophisticated realtor who tells you the home is available for \$667,000.

So, the key here is to eliminate the word dollars from your vocabulary.

But wait, there's more there is an appropriate time to use the word "dollars."

Dollars are in a discount

- Q. When is it appropriate to use the word “dollars”?
- A. When talking about a discount.

In the previous section, I wrote that when watching television or listening to radio, you’ll really hear the word “dollars” in the offering price of the item. However, you will hear the word “dollars” when you’re being told what the discount is.

So, for example, if you’re watching one of those ubiquitous car commercials and they tell you it’s a Presidents’ Day sale, New Year’s sale, or Saturday morning sale, and through the weekend, there’s a \$5,000 discount. There it is! They are using the word “dollars” to increase the emotional impact. But wait, you still have no idea what the car really cost! You only know there is a \$5,000 discount.

What I wrote earlier is the use of the word “dollars” enhances the emotional impact. So to increase the apparent discount, the word dollars is used in the discount.

So, let’s revisit that house I wrote about, the one being offered for 667. The wise realtor might tell you there is a \$67,000 discount (Later I’ll tell you about discounts, and how and why to offer them.), so you can have the house for only 600,000.

This strategy is effective no matter what price range, and no matter what is being offered.

The reason for the discount

Q. Why is it important to give a reason for offering a discount?

A. In a single word, "psychology."

Everybody, including you, wants a bargain. It's not unusual to see a sign that has an original price with a slash through it, and the discounted price. From a psychological perspective, you see something wrong with this picture. It's not unusual to assume the price, although apparently marked down, is really the real price. You have no reason for the discount, so you assume this is a ploy to make you believe you're getting a bargain.

As an example, consider major stores, like Nordstrom's, Macy's, as well as car dealerships. They always give a reason for the sale. It's a Father's Day sale, it's a Mother's Day sale, it's an overstock inventory sale. With the psychology behind that, you feel you are getting a real bargain.

When Ron Johnson, the then new CEO of Penny's Department Store, made a decision to eliminate all sales and have what he called, "fair and square" no coupons pricing, business tanked. Even though the consumer was getting the merchandise at what would have been the "sale price," they didn't feel they were getting a bargain. The policy was an abysmal failure, and Johnson's tenure was very short-lived.

The lesson here is to give discounts, and offer a good reason for them, and when you are speaking about them (as distinct from

having them in writing) emphasize the discount by using the word “dollars.”

Another reason to use the word “dollars”

- Q. What is another very good reason to use the word dollars?
- A. Funny thing, same answer as before: “psychology.”

Remember I wrote about how using the word dollars increases the emotional impact of the value? Of course you do; heck, you just read it.

This works whether you’re buying or selling. With that in mind, whenever you’re making an offer on something, use the word dollars!

So for example let’s go back to that house offer,

Let’s say the realtor offers the house to you for 600,000. Your response might be a counteroffer for \$525,000. But now you are aware of the absence of the \$ as well as the presence of it.

And again, as with so much of the material here, it doesn’t make a difference what price range is, what the value is, what makes the difference is when you make an offer you include the word, “dollars” because it increases the emotional impact.

Cost versus value

- Q. Whether you are buying or selling, how do you make a distinction, and evaluate the cost of something versus the value?

A. We're constantly evaluating the cost versus value of everything. For example, if you're buying an expensive car, you're evaluating what is of value to you versus the cost. You're buying a home, no matter what the price range; you're evaluating the cost versus the value. And it's only the value to you. It has nothing to do with what its value is to somebody else.

You may or may not be in the market, or in the income range to purchase a Jaguar or a Maserati. If you are not in the income range to do that, the value doesn't matter, because the resources are not there for you to even consider it.

However if you are in that financial bracket where you can afford that kind of investment, then the question becomes is the value worth it to you?

When someone is looking to buy something from you, and they say something like, "that's a lot!" where do you go from there?

While there are several options, your first option is to simply respond, "Compared to what?"

You may not know that I practiced chiropractic in San Diego for 30 years.

Occasionally, a potential practice member, after hearing the report of the findings, my professional recommendations, and the investment required to help them improve their quality of life would respond, "That's expensive."

I would ask them, “compared to what is this expensive? Compared to not being able to play with your children or grandchildren? Compared to not being able to get a good night’s sleep? Compared to not being able to work? Compared to not being able to go on vacation? Compared to surgery? [No, they didn’t get all of it. The question was specific to what was going on in their life.] Compared to what is your care in this office expensive?”

And after this type of question, you do the thing most of us have a very difficult time doing, you stop talking. You wait for the other person to fill the gap. You see at this point, they’re in a position of having to justify their statement.

And, they now have a new perspective through which to evaluate their comment.

Now that being said, I had a patient several decades ago who elected not to receive care, because he would’ve had to pay for it, whereas his insurance company covered his surgery. If you ask me which is better, to have invasive surgery or noninvasive care to improve the quality of your life, well that’s a no-brainer to me. So in this situation, he opted for the least expensive way, at least out of his checkbook; however, with ramifications that may not be so pleasant, for the rest of his life. He made a value judgment. In his perspective, since his insurance company was paying, there was seemingly no value in avoiding surgery. Go figure.

This study guide is as much for you incorporating the different communication models

into your life, for the things you do, as it is to respond to people when you are selling something, and they reply, "Gee, that's expensive."

Imagine going into a store to buy a pair of slacks; the salesperson shows you wool slacks, you may say, "geez, these are expensive." The learned salesperson might say, "compared to what? These will last you for years. If you buy cheap, they'll never last as long as these." So the "argument" here, and a valid one, is the value does outweigh the cost.

When I was working as an engineer, my technicians were buying tools; they had the option of buying a lot of cheap ones all at one time, or one good one as they could afford it. Different techs made different decisions. It was always interesting to watch the cheap tools break, wear out, and have to be replaced. Those techs who bought the better tools had them for a long, long time.

If you happen to be selling tires, or buying tires, the conversation is exactly the same. Yes, the more expensive tires are going to be better, last longer, and give you better ride. You can make the cheaper purchase in lesser quality, which won't have the same guarantee, nor the longevity.

I could go on and on and cite examples, but by now I hope you got the idea. When you're selling something and someone tells you, "This is expensive," I would like to believe you now have an abundance of intelligent responses.

Once you give someone a value proposition, a value comparison, let them see the distinction between cost and price, give them something to wrap a new story around, and you just may be able to close the sale or make the deal.

If you're buying a higher-end car, the specific language may be little different, but you might say, "Gee that's expensive." Well by now you know the response, "compared to what?" Compared to buying an inexpensive car where the repairs and maintenance will cost you more? "The investment in this car includes the 100,000 mile warranty. The maintenance on the lower end car is on your own, routine maintenance is included in the purchase price of this vehicle."

"And then of course, you have the quality and workmanship. Would you rather have the rich leather seating in this vehicle, or the cloth seats in the cheaper one? Those will wear out. The leather won't, and they'll be more comfortable."

The salesperson is not only demonstrating why their higher priced car is better, she is also building in value.

In fact, there was an article on MSNBC that reviewed the cost of buying a lesser quality car: the long-term cost was actually more than the upfront cost of buying a better quality, and therefore, more expensive car. The less expensive car actually cost more over the life of the vehicle!

It is my personal belief that we all desire better quality and value, and all we need

to do is justify, or have our own story, as to why we should have it. And, a good salesperson helps you build your own story, and then you make your own decision about your purchase.

When you are selling something, you want to build in value. The price is not the most important item in the negotiation; later on we'll discuss that price is often the least important part of any negotiation.

The way to handle this situation is to provide so much value that the price conversation disappears.

What did he say?

Q. Whose responsibility is it to make certain the person you are speaking with "gets" what you say?

A. It is your responsibility to ensure the other person gets it.

All too often people blame the listener for not getting it.

This next example works much better in person; if you listened to this on the CDs, you'll understand. However since I cannot visit with you and tell you a story, I'll do the best I can in writing.

Many years ago, I was at a conference when the presenter asked a question which sounded like, "If I have 26 sheep, and one dies how many do I have left?"

I get all kinds of responses, and undoubtedly so will you when you do this exercise with other people. It's just too much fun not to.

Answers include 26, but one's dead; 25; I don't know; I haven't a clue.

So I ask the question again, "If I have 26 sheep and one dies how many do I have left?"

Then, I enunciate more clearly, and the question really is: "If I have 20 sick sheep and one dies how many do I have left?"

This is the time you, and the people to whom you asked this question, groan.

I know what you heard, because it's the same thing everybody hears. But whose responsibility is it to make sure the communication goes the way you would like it to? That means you hear what I want you to hear; that means I want you to hear what I really want to say.

When spoken, it's for us to hear, "20 sick," as, "26." We hear what we want to hear.

Speak clearly and articulate so the message is delivered as it is meant to be, and listened to in the way you want it listened to. Here is the distinction: hearing is one of the five physical senses of the body, along with sight, smell, taste, and touch. Listening is the active part of taking the heard information in and giving it meaning.

Remember: you are now the one learning empowering communication strategies, so it's up to you to make sure the communication is clear going to them, or coming to you.

If you are unclear about what somebody says, ask them to repeat it. And if you want

to make absolutely certain the person you're speaking with heard what you said, ask them to repeat it back to you.

You may wonder, "Isn't someone going to be upset if I ask them him to repeat it back to me?"

I have never heard anyone complain, or be insulted, when they were asked to repeat something back. And I'll tell you where it shows up in your life on a frequent basis: if you've ever given your credit card number to someone over the telephone, they repeat it back to you; perhaps number-by-number, number block by number block, or the whole series of numbers at one time, including the expiration date and the security code. Or, they ask you to repeat it again.

Why do they do that? They want to make certain when they run the credit card it goes through.

I doubt you've ever been insulted they've asked you to repeat the numbers back, and, if you've ever taken credit cards over the telephone, I doubt anyone has ever been insulted when you ask them to repeat it.

Similarly, for example, when you make a hotel reservation, all the information you gave the reservation agent, including the day of arrival and departure, billing address, telephone, the request for a non-smoking room, with a king size bed, all gets repeated back to you. We take these things for granted; they simply ensure, or at least enhance, accuracy.

So you may want to consider this type of communication in other areas of your life as

one way to enhance the level of communication.

There is another, much finer way of contributing to clearer communication. If you are like the rest of us, as I wrote earlier on, there have been times, aside from counting sheep, when someone said something, and what you heard was not quite what they said; and there have been times when what you said was not quite what the other person heard.

We'll go into more detail about this later on, but the essence is this: put it in writing. Does this eliminate errors in communication? No! But it sure helps reduce it. If you're flying somewhere, and someone is supposed to meet you at the airport when you arrive, and you tell them over the phone the day, the flight, and the arrival time, that's all well and good. But it does leave room for error. You don't know if they will remember it, let alone if they even heard it. And, who's at risk? You are, unless you like the possibility of waiting at the airport!

So put it in writing. Email them the same information: the day, the carrier, the flight number, and the arrival time. Actually today, if you book your flight online, with most carriers, not only will you receive an e-mail confirmation, you can have the same information sent to someone else, and if not, forward the email to them.

This is all well and good, but you'll never know if they received, much less read, the e-mail. So go to the next level. Ask them, "Did you get the e-mail?" If you get a "yes"

answer, the odds of being met when you land improve significantly.

Later on we'll talk about the importance of going to the next level with the writing, and that is with a contract.

Many years ago, my son, Jonathon, told me a story about assuming someone else "gets" what we want them to understand. Jonathon had a little meditation area in the corner of his room. One of the items he had there was a picture of someone who looked like a sage, a picture I had taken when I was in India.

When the cleaning woman cleaned his room, she took the picture from the floor, and put it on the nail in the wall, where it had once hung. Jonathon was very frustrated because each week he would take the picture off the wall and place it back on the floor, in his mediation area. Each week she would put it back on the wall.

"Why doesn't she just get it, dad?" he asked me.

I asked him if he ever told her he wanted the picture on the floor? "Uh, no. She should just know, because I keep putting it there."

Well, guess what, people don't "just know." Never assume someone will "get it" from what you do. Communicate clearly and you enhance the probability of a better outcome. When Jonathon finally told her what he wanted, with clear communication, they laughed about the miscommunication, and the picture remained on the floor, in his mediation center.

What's the best price you can get?

Q. How can you often get someone to give you a better price than what was offered, whether you're buying or selling?

A. You ask!

This story takes place in Australia but it could be anywhere, and any purchase, whether buying a house, buying a car, buying a television at Best Buy.

Just outside of Byron Bay, the most eastern part of Australia, I came across an enormous outdoor market. I was primarily dealing with a single vendor, selecting numerous pieces of Australian clothing and other Australian products. The vendor was sure enjoying my shopping spree.

I accumulated several hundred dollars worth of merchandise.

When I was finished shopping, and the woman tallied up the merchandise and give me the total price.

I looked at her and asked, what has become one of my very favorite questions, "What's the best price you can give me?"

The absolute joy on her face disappeared, and a look of consternation migrated from her head to her toes, as it became apparent she felt she would lose several hundred dollars in this perhaps non-transaction. I'm not certain, but I don't think people ask that type of question in Australia.

I watched. I did nothing. I stood there in silence and waited.

Silence is a very profound part of any negotiation, or conversation. Several years ago, a Dutch psychologist and researcher reported that after about four seconds of silence, a quiet moment becomes "awkward."

The "other" person, that is the one on the receiving end of silence, usually feels obligated to fill the silence.

She stuttered. "I, I, I, can't take anything off the price. My prices are so low. This is the very best price I can give you."

I simply waited in silence. I may have said something like, "Oh."

It only took another moment before she said, "But I can give you this, and I can give you this, and I can give you this." She picked up various items to be included with stuff I had already picked out, at no cost.

So while she was committed to her price, and unwilling to reduce it, she ultimately gave us what amounted to a nearly 20% buying bonus.

Not too bad!

The lesson here is that price is not the only thing that's important, or negotiable. In essence, I received the equivalent of about a 20% discount, or more accurately, as I wrote above, 20% additional merchandise.

You never know what's on the table. And I'll write about that later on, the price is very often the least important part of any negotiation.

No matter where you are, remember: it doesn't make a difference if you're buying or selling, always ask. And what has become one of my favorite questions in any negotiation is, "What's the best price you can give me on this?"

A few years ago, I had to have some work done on my Jeep. When I went to pick it up, Wendell told me the repairs cost \$1,132.72. I said, "Wendell, what's the best price you can give me on this?" Without missing a beat he said, "\$1,132.72."

Hey, someone can always say no. But if you don't ask, you'll never know!

Options

- Q. What is one of the best ways of avoiding an answer of, "no" in response to your question?
- A. Offer people the answer you desire, in the form of an option, or options.

You've undoubtedly experienced the offering of options if you've ever bought a new car. The salesperson would never ask, "Do you want to buy this car?" "No," is certainly a possible answer. Instead, she'll take you down the path of options. (You'll read more about closing concepts later on, so just allow this one example here.) So a question might be, "If you were to buy this car, would you prefer the two-door or the four-door?" A Classic, although old school, closing strategy.

Or perhaps, "If you were to buy this car, would you be financing it through the bank, through us, or paying cash?"

If you're in the market for computer, you walk into a computer store, the salesperson, should one actually make contact with you, will be asking probing questions, always offering you options. An opening salvo might be along the line of: "Do you prefer PC or MAC?" or, "Do you want a desktop, laptop, or tablet?"

No one is asking you to make a buying decision; the salesperson is just probing to find out where you are.

Buying a television: "How large a screen are you looking for? Do you prefer a plasma, LCD, or LED?"

The purpose of the questions is simply to get you to answer; preferably in the affirmative. The more yeses elicited, the easier it is (usually) to make the sale.

If we continue using shopping for televisions as an example here, and you don't know the differences between plasma, LCD, and LED, now it's your turn to start asking questions. You probably know that the one who asks the most questions controls the conversation. And since you are the one learning higher levels of communication and negotiation here, what I want for you is to learn to control the conversation.

So, switching gears here, and going back to the real estate example, no matter if you are the Realtor or real estate agent, everyone needs to go through a series of questions in-

cluding such things as, how large a home do you want? What's your budget? If you have children, do you want a good school district?

And on and on. Again, whether you're buying or selling, the more information you gather, the more yeses you get, the closer to your desired outcome you are.

Higher authority

Q. What is a graceful way to defer making a commitment?

A. You defer to higher authority.

I assure you, it has been done to you, and I suspect if you're like everyone else, you've used this strategy. If you didn't have a name for it before, you do now. It is called deferring to a higher authority.

As soon as you, or someone else, says something like, "I'll have to check with...", that's deferring to a higher authority. Sometimes it's authentic, and sometimes it just an avoidance of decision statement.

Someone higher up on the food chain may indeed need to authorize a decision, and sometimes they just want wiggle room. It may even mean, "I don't want to make this decision, I want to pass it to a higher up, so if it doesn't work out, I can blame it on somebody else." Of course they'll never say this, but it is all too common.

If you've ever bought a car, you know how deferring to higher authority works. You make an offer to the salesperson; she says I have to check my sales manager. She disap-

pears, comes and is very sorry but the sales manager would not go for the deal.

I recently had to part with my Jeep Grand Cherokee; it had a catastrophic failure after about 250,000 miles. Ah, the exercise of buying a car. I picked out the car I wanted. After some negotiation, Anna, the saleswoman dutifully wrote down my proposal. Later you'll read about the importance of putting "it" in writing. Anyway, she wrote down my offer and took it to her sales manager. I soon tired of waiting for her to return, and got up and walked into the sales manager's office. I introduced myself as the buyer, and said, "Listen why don't we just do this," and suggested splitting what he was offering and what I was offering. They wanted to play the negotiation game over a few hundred bucks. I just wanted to get the heck out of there. He looked up at me, with kind of a startled look, and said, "Okay."

So we reached a deal, which was well within the price that I really wanted to pay for the car.

I wasn't willing to play the game of going up and down, and up and down. My time is more valuable. I was totally willing to walk away from the deal if they were going to play games.

And that, by the way, is another thing you have to consider: the ability to just walk away from a deal. We'll talk about that later on.

It's not unusual for the "defer to higher authority strategy" to be used as a stalling

strategy. You, or they, don't want to make a decision now, so they put the burden off on some real or mythical person.

For example you may be contemplating a purchase, let's again use the ubiquitous car scenario, and the salesperson asks you if you are ready to purchase the car? And you say, "Well, I have to check with my wife." That's deferring to higher authority. Whether you really check with your wife or not, is immaterial. You've just gotten out of making a decision.

Of course, in a few moments you'll learn how to deal with someone else's use of deferring to higher authority.

As I wrote above, there may be times when deferring to a higher authority is a necessary reality. In many organizations, you make a pitch, or proposal, and it has to go up the food chain for the "committee" to make final decision. In reality, there usually is no committee. All it takes is one person to make a decision. For example, when you apply for personal loan from a bank, the loan officer will often tell you she'll send it to the loan committee for review. In most banks there is no committee. One person, perhaps even a loan officer, is going to pass judgment and give it a thumbs-up or thumbs-down. The loan officer, especially if the loan is denied, can look you in your face and tell you she's so sorry, the committee denied the loan. She has no responsibility, so don't be angry with her!

In any situation where someone is deferring to higher authority, look at the person with

whom you are dealing and simply say, "Well you will recommend it, won't you?"

Since you have practiced your communication skills and developed excellent rapport with them, it's unlikely they're going to say, "No." And, if they do, you know where you stand. You can forget about that loan or deal, and plan the next one.

OK. So the person just agreed to recommend it; now she has a moral dilemma to deal with. She just said she will recommend it, and if she is in integrity, she will indeed do that.

You may remember the Hebrew National hot dog commercial from the early 70's, where an actor dressed up as Uncle Sam is holding a hot dog. The voice over says, "The government says we can make our Hebrew National franks from frozen beef. We don't. They say we can use meat by-products. We don't. They say we can add meat fillers. We can't. We're Kosher, and have to answer to an even higher authority."

Classic deferring to a higher authority, and a brilliant commercial

It just makes sense

Q. What is a very basic, very simple way to enhance rapport with the person with whom you're speaking?

A. Speak the same language.

I don't mean Hebrew, French, or Swahili!

We all have what I call, a primary "language" through which we communicate. There is vi-

sual, auditory, or body centered language, known as kinesthetic.

There are subsets of these and much too much of this subject to be covered in detail in this study guide; however, a brief overview will suffice.

The visually oriented person communicates through, well, visual images.

The auditorily centered person is more attuned to hearing rather than seeing things.

A kinesthetic person will feel things in their body.

So how do you know who is talking which language, and how do you communicate with them?

I'm glad you asked.

At a vibrational level, visual is the highest frequency, or vibration; sound is second, and the kinesthetic is the lowest vibration.

Be certain to know: one is not better than another, and there is no judgment on who is what, it's just the way we are, kinda like being left handed or right handed.

By the way, no one is pure visual, pure auditory, or pure kinesthetic. We are all mixed (some of us more mixed up than others!), and communicate in all three of these "languages." However, one language will be dominant, and our modalities may even be situational, that is, we'll shift. And yet, everyone has a predominate mode.

Great, so how does that help you?

A visually oriented person sees things, looks at things, and takes in information primarily through his or her eyes. They talk really fast, as if they have all these pictures in their head they've got to get out.

An auditorily based person hears things, listens to things, speaks a bit more slowly than a visual, and in more of a singsong voice. They listen to the nuances of sound, intonation, inflection

The kinesthetic person feels things in his or her body, and speaks a lot more slowly than the visual or the auditory. They embody things.

So how do you know where someone "lives?"

There are several ways to determine which language someone communicates best in. I can't cover all of them here; however, you will learn enough to know how to incorporate this important material into your life.

When you ask someone a thought-provoking question, if someone is visual, their eyes will generally go above midline, as they look up, they search; they want to see the answer. They're seeing pictures in their mind, they're visualizing.

If you ask an auditory person the same thought-provoking question, their eyes will go horizontal, side-to-side. They are translating through their auditory senses. There are important distinctions to be made as to where their eyes are, that is to the left or right, which I will explain in a moment

When you ask a kinesthetic person a thought-provoking question, their eyes will go down, searching for the feeling.

Children are generally highly kinesthetic. Remember yourself, your children, or watch a child being chastised by an adult. The eyes are downcast, they may feel shame, and that's the key, they feel. They feel it in their body.

So now you know:

Visual = eyes above midline

Auditory = eyes remain horizontal

Kinesthetic = the eyes are cast down

Remember I said no one is pure visual, auditory, or kinesthetic. So you may watch someone's eyes go up, side to side in the middle and down. They're accessing visual, auditory, and kinesthetic cues.

Now, generally speaking, and please note, there are always exceptions to the rule, if a person's eyes go to their left, that's generally recall. They're searching their senses from memory, something that happened in the past. If their eyes go to the right, they are either imagining, seeing the future as it might be, or making it up.

Please note that this left-right stuff works in all modalities: visual, auditory, and kinesthetic.

So, for example if you ask someone where they were last Saturday night, at eight o'clock, and their eyes go left, they're remembering. Should their eyes go to the

right, they're making it up. While this is not enough evidence to convict someone, it sure is a very interesting way of questioning people, and finding truth.

Remember, this is not 100% accurate, so please don't accuse somebody of something just because their eyes go to the right after you ask the question.

You have to build a baseline, know how someone responds to what are basically neutral questions, before you attach any meaning to their body response. This is just one piece of the puzzle.

When you wish to engage someone and enroll them in what you're promoting, selling, or inviting them to participate in, the more modalities you use as you communicate with them, the higher the probability of a sale.

I tell this story on the CDs, and I'll review it here, just in case you didn't listen to it. Years ago, a dear friend of mine, an attractive woman with long blond hair and gorgeous blue eyes, was in the market to buy a new, flashy two-seater sports car.

She pretty much knew the exact car she wanted.

She related the story to me: She went to the showroom, saw the car she wanted and walked directly to it. A salesman looked her up and down, and probably thought he was going to make two sales that day, only one being the car.

He opened the hood and proceeded to tell her all about the engine, the brakes, the

horsepower, the sophisticated fuel-injection system, the chrome fittings, etc.

She thanked him and left the showroom, not even bothering to take his business card.

She drove across town to another dealer selling the same vehicle. The salesman there greeted her warmly, asked her a whole bunch of questions, treated her like a lady, and took her over to the car she wanted to see.

He opened the door and invited her to have a seat. He asked her to put her left foot on the clutch, right foot on the brake pedal, right hand on the gearshift, and her left hand on the wheel. He gently closed the door.

Next he asked her to shift into first gear, let up on the clutch, take her right foot off the brake and put on the gas (no - there was no key in the ignition; the car was not running). She said he then asked her to imagine the deep hum of the engine, the smooth acceleration, and to see herself driving along the ocean with the roof down, the wind blowing through her hair, knowing the guys are watching her.

She said, in essence she just looked up at him and asked, "Where do I sign?"

What did he do? He involved all three "languages."

The visual: he had her see herself driving along the ocean and the guys watching her.

The auditory: he had her imagine the sound of the engine.

The kinesthetic: he had her shift through the gears, imagine the thrill of acceleration, and the feel of the wind through her hair.

By using as many of the languages as you can, you enhance the probability of connection.

So how can you incorporate this information into your life?

First you must figure out what the person's "language" is. Then, incorporate your knowledge into your conversation.

Let's say you're selling real estate, and you determine the buyer is visual. You might say something like, "Imagine pulling into the driveway and seeing your home. Then you step into your home, and you see the comfort of your sofas, your artwork, and (if appropriate) your family enjoying the comfort of your new home."

If you're dealing with an auditory person, you might say something like, "Imagine coming into this home, and hearing the sound of your hi-fi system playing your favorite music, the sound of the fire, the sounds of your family."

If they're a kinesthetic, you might say something like, "Imagine coming home, taking your shoes off, and feeling that wonderful carpet under your feet, feeling the ease and peace in your own home."

Got it? Your job is to communicate in the same language, build rapport, and a closer relationship.

Does this guarantee a sale? Absolutely not. But it will create a higher level of rapport and a warmer relationship. People prefer to do business with friends and people they feel good about, rather than strangers. Don't you? So, the more rapport you build, the more someone feels comfortable with you, the higher the probability of a sale; whatever that means to you.

Please know this is vitally important in personal relationships as well.

If your partner is an auditory, and you talk to them in visual terms, paint pictures for them, well, there's going to be a miscommunication and breakdown.

Pay attention to people, and you will soon be able to know what "language" they speak.

You may come across people who are so highly visual, you may hear them say, "Can you see what I'm saying?"

Should you choose to participate in one of our workshops, we go into much greater depth, and you will learn, with certainty, how to determine which "language" someone speaks, and how to communicate most effectively with them.

You see (by the way, I am highly visual!), if you communicate using auditory language with a visual or kinesthetic, well, it's like speaking Swahili to someone who only speaks English.

Sound bites

Q. What's another very simple way to enhance rapport with the person with whom you're speaking?

A. Repeat their words back to them.

We hear sound bites on the news all the time. The sound bite is a short snippet, taken from what someone said, or wrote, hopefully catching the essence of the entire statement, or speech.

So how do you use this to create rapport?

Read, or listen, very carefully to what the other person writes, or says. Then pull something from them, something that represents them, and give it back to them, word for word.

It's unlikely they'll even recognize what you said is coming from them, yet they will feel comfortable with those words because they are indeed their own.

Just a little secret here: make it sound as though the words you feed back are an original thought from you. Play with this one, and you'll soon see people have no clue that the words they just heard were their very own, repeated back to them.

If you can capture the essence of what someone says, and repeat it back to them in your words that's great. Or, simply use their exact wording. Either way, you will develop a higher level of rapport.

For example, when I was practicing chiropractic, and on the intake form, or during

the evaluation, someone might tell me they could not play with their grandchildren because the pain was too intense, and I would use that information later when I was going over report of findings. If the person was a visual, I would paint a picture for them how they would be able to go out and play with the grandkids. If they were auditory, I would have them imagine the sounds of being able to play with the grandchildren. If they were kinesthetic, I might invite them to feel the grandchild bouncing on the knee.

As a business growth specialist, I ask my clients to tell me their vision, where they see themselves in three to five years. Then, when I'm going over the concepts of building their business, I feed back to them how they can accomplish their goal in three to five years, using visual, auditory, and kinesthetic values, using sound bites from what they just told me,

So much of the material in this series is about developing rapport; sound bites are just another way to do that.

Agree, agree, agree

- Q. What's one of the fastest ways to get someone to like you?
- A. Agree with them.

While it's often said that opposites attract, quite frankly, the opposite is true. We generally like people just like us, people who agree with us, who share common views and perspectives.

So, in this section, I'm going to write about agreeing with people. There is a huge distinction between saying you agree with their perspective, and actually agreeing with them.

Let's take a look at the other side of agreeing with someone, and that is making them wrong. If you make someone wrong, you just created a polarity, and they are now obligated to prove they are right.

If someone were to tell you you're wrong, you'd be like everybody else, you dig in your heels and you have to prove you're right. The polarity inevitably leads to a downward spiral, a rabbit hole if you would, that is not a pleasant place to go down.

How do you avoid such an unpleasant situation? You agree with someone; well at least you agree with their point of view, and you tell them so.

Perhaps, "I understand how you see that." You see, you're agreeing, or at least acknowledging their perspective, and again, it doesn't mean you agree with what they said. It simply means you can see their perspective. This is such an important part of avoiding the polarity that gets set up when you say something that carries the message: "You're wrong."

Once you have diffused the situation, or proactively prevented it from becoming a situation, you now have room to begin the next part of the conversation.

One way of doing that, is to offer an invitation for the other person to look at additional

information. "John, I understand why you see it that way. I wonder if you've considered..."

Or perhaps, "John, I understand what you see there, may I show you latest data, or information, about that?"

You are now off on a new journey, with new dialogue, no polarity, and an increase in the potential for an amicable resolution and agreement.

I remember being in close proximity to two very high-level business people, a CEO-to-CEO conversation. One of them responded to what the other person said by saying, "No, you're wrong that's not what I said." I kid you not! While his words may have been true, this is certainly not the way to win friends and influence people. I wanted to say, "You really didn't say that, did you?" In an instant, the physical distance between the two grew, as the recipient of that statement took a step back. The words were tantamount to a physical assault.

The "wronged" person began to justify what she heard (kinda like the 20-sick sheep!). After some backtracking and obvious tension, they were able to come to an agreement, the tension soon dissipated, and the conversation ended peacefully, as they both softened their language.

How much easier could this have been if someone is not made wrong? Making someone wrong is never a good way to have any conversation.

You can be right, or have the deal. You can be right, or have the relationship. The ego may be fulfilled (for a short time) in proving you are right, but the deal or relationship can be injured.

What if the first person speaking were to say something like "I understand how you might have heard that, however, this is what I meant to say..." This again goes back to taking responsibility for your part of the conversation.

So, your take-away from this part of this study guide is agree with them. Again, just for the distinction: you don't have to agree with what they said, simply agree that you understand their perspective.

On the CDs, I relate a story of what happened to me in Las Vegas, when I was booked into a really unpleasant room. Unpleasant because the view of the parking structure from the room left a lot to be desired. I returned to the front desk and actually found the same agent who checked me in. I told him what I found upsetting about the room. He apologized profusely. Rather than making him wrong about the room selection he offered me, I agreed with him when he acknowledged it was an unfortunate room selection. To make up for the room, he offered me a suite at the same price as the regular room. When you listen to the CDs, you learn that when I went to the suite, which had a commanding view of the strip, I discovered one of the air-conditioning units wasn't working. I returned to the front desk.

I waited for the same agent, and told him about the non-functioning air-conditioning unit. He offered his apology again. And again, rather than making him wrong, and complaining about the lousy view and non-functioning air-conditioning, which were certainly not his fault, I simply asked him what he could do for me. He offered the option of moving to a new suite, or, staying in the existing suite at half the price of the regular room. I didn't want to move again, and, the temperature in the suite was fine with one air conditioning unit.

By agreeing with him when he acknowledged how unfortunate the situation was, and not being obnoxious and making the agent feel like an idiot, I was able to get a suite at half the price of a regular room. A pretty good deal!

The take away here is to agree with people, and empower them to make reasonable decisions, and you will always come out ahead of the game.

Feel, felt, found

Q. How do you let someone know you understand how they feel?

A. Like so much else here, just tell them!

We all want to know that someone really "get" us. This section explains a different way for people to know you do indeed "get" them.

Regardless of the "language" we speak, the modality through which we share information, at a core level, is feeling.

While you may be able to change what someone thinks, it's virtually impossible to change what someone feels. So, to connect with them on a deep level, use three powerful words: feel, felt, found.

In its simplest form: "I understand how you feel. I've worked with hundreds of who people who felt exactly the same way. What they all found was..."

Let's break this down:

- "I understand how you feel." This is the rapport-establishing component.
- "I've worked with hundreds of people who felt exactly the same way." Here you are telling them they are not alone. A lot of people felt the same way they do. We've taken it to a larger frame; they're now part of a larger group.
- "What they all found was..." You are not telling the person their thinking is wrong, or their feeling is wrong. You are simply telling them that people, who are just like them, were able to make new decisions based on what they found. This allows your prospect to make a new decision, without being stuck where they were.

Most people want to do what other people do; they want to be part of the masses. I'm talking here about the vast majority of people, who want to go where other people go, do what other people do, and be part of the crowd. And yes, there are other people blinded by significance, and their own importance, who have to be totally different.

If you ever doubt that, watch the crowd mentality in action, a group of people gathered around something. People walking by, or driving by, even when they can't see the center of attraction, where everyone else has their focus, will often stop to see if they can find out what is going on. Certainly, you have come across rubbernecking on the road.

On the CDs, I gave the example of two similar looking restaurants. One with the crowd outside waiting to get in, the other one virtually deserted. Most people will migrate to the one with the crowd outside, making the basic assumption that it must be a better place if everyone is waiting to get in.

Of course, the advantage at the other restaurant is no waiting!

What you've done, using the powerful words, feel, felt, found, is acknowledge the other person by letting them know you understand how they feel, taken them to a bigger frame of people just like them, and then given them the opportunity to be repositioned without an internal struggle. That change will come from within.

So, to connect with someone and let them know you really understand them, in response to a statement they make, use three powerful words: feel, felt, found.

Know when to hold `em, and know when to fold `em

Q. When do you walk away from a negotiation?

A. When you know there is an advantage to

turn your back on the deal, or as a negotiation strategy.

Kenny Rogers had it right, when he said: "You got to know when to hold `em, know when to fold `em, Know when to walk away and know when to run."

While you may or may not know it as the Pareto Principle, you do undoubtedly know the 80/20 principle.

There are so many aspects of this including, 20% of your sales force, or your sales activity will result in 80% of your business.

Similarly, in life, typically 80% of your activities result in 20% of your productivity. And yet, many of us will spend 80% of our time in a negotiation that may not even have the potential for your desired outcome.

Rather than repeat the story here, I invite you to go back to the CDs and listen to the segment by the same title, "Know When to Hold `Em," about how I wound up buying a Jaguar at a really great price, because I really wasn't interested in buying a car. Without intending to, I ruled the negotiation, because at virtually every negotiation point, I was willing to just walk away from the car, the deal, and the showroom.

That experience was a great learning opportunity for me to really anchor the power of being able to walk away.

Remember, if you are not really willing to give up the deal or the opportunity, the walking away strategy can have a downside. You set your limit, and threaten, or even suggest

your willingness to let the deal go if these parameters are not met. Only do this if you are really ready to walk away, leaving the deal on the table, the piece of art on the gallery wall, and generally whatever the "it" is.

You've got to be prepared for them to accept you're walking away, closing the deal. And that you won't get what you really want.

If you are really committed to having the "it," you have already lost the negotiation. You have got to know your boundaries, your limit, or your willingness to accept, or not accept, the offer, or counteroffer.

You see, if you are really willing to walk away from a deal the other person, or business wants, you have the ultimate power. They will make concessions they might normally not have made, because they want the deal more than you do.

If you've ever been a participant in a live auction, you understand the importance of knowing your limit, lest you get caught up in the excitement of the moment, and overbid your budget because you have to have "it."

I've seen people get in trouble, that is, get so excited about the item being auctioned off that they had to have, that they exceeded their budget, and were stuck. This is generally not good for a relationship or a wallet!

Speaking of relationships, there also needs to be time when you're willing to walk away. How many times have we seen someone make a fool of himself, or herself, because she or he just has to have that woman or that man? And they pursue, pursue, and

pursue, while the object of their affection pays them no heed. Similar to negotiations, and this is certainly not within the purview of this study guide, there may come a time in a relationship when it is best to just walk away. I leave that subject for others with more expertise in relationships.

In summary of this section, Pareto's Principle, the 80/20 Rule, should serve as a daily reminder to focus 80 percent of your time and energy on the 20 percent of your work that is really important. It should also serve as a reminder that there may come a time when the wisest decision is to just walk away.

You'll have to do better than that

Q. What are seven powerful words that can increase what you receive, or reduce would you pay for something?

A. You've already got those words: you'll have to do better than that.

I have a few favorite expressions I use while negotiating. These seven words are one of those expressions.

No matter whether you're buying or selling, and there's an offer on the table, saying these seven words can have a tremendous impact on the outcome of the deal. It doesn't matter the size of the deal, the value of the product or service, or the dollar amount involved.

Let's go back to the section above where I was buying my Jaguar. If I had really been interested in the car, instead of using the walk away scenario when an offer was made, I might've said, "You'll have to do better than

that." Try it when you're buying something, and someone makes an offer to you. I invite you to continue to express an interest in the deal, and simply say, "You have to do better than that." And then be in silence, wait and see what happens.

There are several potential outcomes. One of course, is the person says they can't do anything better. Now you are at a decision point: to walk away, or pay the asking price. Another outcome is the person lowers the price. Pretty good. Was the price low enough to meet your expectation? If so, you got a good deal. If it's not, you can come back with something like, "You know, that's really good. But you still have to do better than that."

Recognize this goes beyond the price. For example, if you're ordering components for your manufacturing line, and the vendor says they can have the units to you in 60-days, you can always say, "You'll have to do better than that."

There is a story I heard about former U.S. Secretary of State, Henry Kissinger, who apparently loved the expression, "You'll have to do better than that."

He asked an undersecretary to prepare a report on the political situation in South East Asia, during the Vietnam War.

The undersecretary delivered the beautifully prepared, comprehensive document, bound in leather with gold engraving to Kissinger, who soon returned it with a note, "You'll have to do better than this."

The undersecretary went back to work, added a wealth of information, including charts and graphs, and sent it back to Kissinger, confident in his masterpiece. Once again, it was returned with a note: "You'll have to do better than this."

The undersecretary rose to the challenge, and created a true masterpiece. So confident was he, he made an appointment to personally deliver the document.

When he finally met Kissinger, he told him that he and his staff had put everything they had into the report. "It's not going to get any better than this. This is the best I can do." Kissinger calmly placed it on his desk and said, "In that case, I will read it."

Yeah – you'll have to do better than that.

If someone has studied my system, and uses this strategy on you, there is an excellent way to respond to the statement: "Exactly how much better do I have to do?" And, as often is the situation in negotiation, you remain in silence. You will be fascinated by what the person will come up with.

I would love to hear about your experiences, not only of these seven words, but with your negotiation strategies overall. Again, at the end of this study guide, you'll find out where you can let me know your outcomes.

Flinching

Q. How do you get someone to back off from their position?

A. You flinch.

One of the definitions of flinch is, “[To] make a quick, nervous movement of the face or body as an instinctive reaction to surprise, fear or pain.”

And that’s exactly what you want to do.

You recoil, as if the price, or deal, offered to you is painful. You can add a little drama to this action by saying something such as, “Whoa!” or, “Wow!” or, even “Ouch!”

And once again, you step into that ubiquitous silence. You let the other person fill the space. As with almost everything in life, and particularly with negotiation strategies, there are several potential outcomes. One such outcome is the person making the offer says, “Yup. That’s the price.” (This should be your response, should someone have the audacity to use the strategy and you. Of course, you will say this in a very loving way.)

It is not unusual, when I use the strategy, to have a vendor say, “Well the very best price I can give you is...”, and they offer a better price. How cool is that?

Another potential outcome is for the vendor to ask you, something like, “Well how much are you willing to spend?”

What a wonderful opening. As you counter this, please be reasonable; do not make an insulting offer. What the vendor is asking you, is what you judge the value of the commodity or service to be. Be honoring and respectful. And of course, you have an abundance of negotiation strategies you’re

learning through this system to bring into play.

Cash is king

Q. What's the best way to use cash to get a better deal?

A. Simply display the cash.

Before we get to displaying the cash, let's talk about using cash. By the way, this strategy generally won't work in a box store, supermarket, chain store, or franchise store, where the salesperson has no authority to offer a discount. Where this will work, is in smaller stores, where the manager, the owner, or someone with the authority to offer a discount is actually the person you're dealing with, or they are on site.

I recently needed to buy a washer and dryer. I went to the local service center where they had a top-of-the-line LG washer and dryer set that was restored to brand-new condition. The original price offered to me for the washer was near \$400 (a new one is about \$900 plus tax). After using some of the strategies you're learning here, we got it down to \$360, a ten-percent discount off the opening offer. Christine said she couldn't do any better. I simply asked her, "How much can you do for cash?" After some further discussion, the price came down to an even \$300. That's a 25% discount.

The dryer was a different story. It took Ken about two months to find out what was wrong with it before he could restore it to "like new condition." Our final negotiated

price was \$360 cash; shush, no tax on either, because I paid cash.

My disclaimer: I am in no way advocating using cash to avoid paying taxes or non-reporting of income.

How can you make cash even more powerful as a motivator for a better price?

Rather than just ask for a cash discount, use actual cash. You'll understand in a moment. Again, the strategy only works when someone has the authority to offer a discount.

Once you reach an agreed upon price, take hundred dollar bills (or \$20 bills if you are in that price range) out of your pocket and put them into the salesperson's hand. By the way, did you know you can negotiate with professionals, too? Physicians, chiropractors, dentists, attorneys, etc.

Remember the section above on visual, auditory, and kinesthetic?

Let's say you reach an agreed upon price of \$1,300. Try this: take ten \$100 bills out of your pocket. Ask the salesperson, or vendor to put his or her hand out, palm up. Then you position their hand so that it is indeed, open. With a little bit of flare, peel off the first hundred dollar bill and gently slap it into their hand. Look at their eyes; draw their eyes down to where you have just placed the first \$100 bill.

Count out each of the hundreds as you gently, but with emphasis, slap them into their hand. Counting out loud, "That's 100, 200, 300, etc." Put each bill into their hand gen-

tly, but with enough force to make just a little bit of sound. You have the visual: them seeing the money in their hand; the auditory: the sound of the money hitting the other money and your voice counting it out; the kinesthetic: the feel of the money landing in their hand.

When you count out all ten, and say something such as, "That's \$1,000. Can we do the deal?"

This is very powerful. The cash in hand is a very powerful motivator to consummate the deal.

You know I can't leave you hanging without telling you how to handle the situation should someone who studied my system count out hundreds into your hand.

How do you handle the situation if someone has studied with me, and uses this strategy on you?

You allow them to count out the money into your hand; when they're done, you look up at them, into their left eye (remember we talked about the left eye before), and say, "That's great; add \$300 more and we've got the deal." Of course, another option is just to accept the \$1,000!

Trade-offs

- Q. How do you deal with someone who asks you for a concession in the negotiation?
- A. You offer to accept the concession with conditions.

Never accept it with a quick, "yes."

Let them witness your internal struggle, real or imagined. You mull it over, you may even say, "Let me get back to you on that, I have to check with my husband, my wife, my astrologer, my supervisor, etc." (Remember deferring to higher authority?)

Later on, we'll talk about never accepting the first offer. The same thing holds true here, that is never just give up the concession. You give up one concession, you've laid yourself wide open for more to come.

When someone asks you for concession, providing it is something you can live with, something you may be willing to accept, when you get back to that person, repeat the concession they're requesting, and say something such as, "I might be able to do that if..."

Again, you've got very powerful words here, "I might be able to do that if..." You are not agreeing to anything, you're simply exploring options.

And here's where you insert the counter to their request for a concession. Your request should be of equal or greater value to the concession.

It's not unusual for each party to think the other person has the upper hand in a negotiation. If there is an equitable exchange going on, you each have equal control in the conversation, and negotiation.

When I was buying my washer and dryer and asked Christine what was the best price she would be able to give me, I was to all intents and purposes asking for a conces-

sion, or a trade-off. Her counter to me was, "Well if you could pay cash I can give you a better price." Very well done on her part. As I wrote before, we had a deal.

There are myriad reasons for never just accepting the concession request, not the least of which being if you do, you set yourself up for every concession they want.

"Ellen, I know we were supposed to deliver these parts this month; however we can't make it until the following month." If you were to respond, "Oh, that's okay," you just set yourself up to more and more delays and additional concessions.

You might respond with something such as "You know Mike, I might be willing to accept a one month delay, provided..." And here's where you make your counteroffer, the trade-off. "You know Mike, I might be willing to accept a one-month delay, provided you take a 10% off the price." Or perhaps, "... I might be willing to accept a one-month delay, provided you pick up the shipping costs." Take it even a step further, and ask for both. Who knows what may happen? Depending on their situation, they may accept both. Remember our discussion on options earlier on? You may even give them options, which work for you, that will allow them one-month delay.

In today's news, the world may be open to lifting some sanctions on Iran (this has been going on for almost a decade!). The trade-off, or concession is, they stop their nuclear program.

Trade-off, or concessions, work from the mundane to global considerations.

Bring them into your life, too.

Have a seat

Q. What is the best seating arrangement for negotiation?

A. This depends on the nature of the negotiation.

Let's begin with where not to sit. Never, under any circumstances, sit between two people with whom you are negotiating. If you have one on your left, and one on your right, you can only see one of them at a time, and while you are looking at one, the other can be making facial gestures, hand gestures, or worse.

If the conversation, or negotiation, is adversarial, you'll often find the seating arrangement of an oblong table; one team along one side, the other team along the other. You'll see this contentious negotiation seating strategy, often in a divorce settlement meeting. You'll also see this seating arrangement, unfortunately, when nations get together to discuss agreements. The seating arrangement is set up to be adversarial, anything but conducive to a peaceful outcome, and yes, peaceful outcomes can still originate from such an arrangement.

Whenever there is a team of lawyers involved, you usually find this adversarial seating arrangement.

It is not unusual these days to find more oval-shaped tables, which although still adversarial, are more conducive to peaceful interaction.

If it's just two of you in the meeting, the best arrangement is with one person at one end of the table, the other at 90°. There's nothing between you. You have the table-top to use for your materials, or papers. You're close enough to one another to have a peaceful conversation.

If you're in a more casual environment, such as a hotel lounge, sitting on a sofa side-by-side is wonderful, provided there's enough space between you.

If you're looking for a peaceful conversation/negotiation and there are more than two of you, you may wish to consider a round table, such as a banquet table. Everyone can see everyone, allowing for a cleaner conversational atmosphere. However, remember the caveat from what you just read, and that is not to sit between two people.

Lest you think the shape of the negotiation table is of no consequence, if you were around in the early 50's during the Korean conflict, or if you remember anything about it, you may recall the diplomats spent months simply arguing over the shape of the negotiation table. The resolution ultimately resulted in one large circular table and two smaller rectangular tables. Of course this was a very clever ploy by the North Koreans to delay any possibility of a truce while they re-armed.

Remember the lesson: the shape of the negotiation table can be vitally important to a peaceful outcome.

Withdrawing the offer

Q. What is a very powerful way to have someone really want what you are offering?

A. Tell them they can't have it.

Remember the last time you wanted something, really wanted something, and you were told you couldn't have it? If you were a child or, even as an adult, childlike, you may throw a temper tantrum. Scarcity creates amazing reactions.

If you're not certain about that, look at what happens when a new Xbox or PlayStation goes on sale, or a limited-edition car. People get crazy because they have to have it. As I write this, it's just after Thanksgiving, and the Black Friday sales are, in my world view, a despicable display of scarcity. How does this fit with withdrawing the offer? There are limited offers available in the stores, and people literally trample each other to get the most precious "it." The stores, to all intents and purposes, are withdrawing the offer, creating scarcity

You may not be selling Xboxs or PlayStations (unless you're one of those people who gets an early one so you can resell them on eBay for higher price!).

That being said, how do you use withdrawing the offer as a powerful negotiation strategy?

If you're selling a commodity that you only have one of, put the word out that you only have one. (We going to make the assumption here that this is something that people actually want!) The message is, once this one-of-a-kind is sold, there are no more left. If you've ever been on eBay, you see this all the time. It's called bidding. Same thing if you've ever been to an auction. As the auctioneer holds an item up for bid he describes it as, "A unique, one-of-a-kind, whatever it is. "What am I bid for this?"

What if you're not bidding on an eBay auction, or any other kind of auction, or if you don't have just a single item to sell? The principle is still the same. Let's say you're selling widgets (does anyone really know what a widget is?), and you quote the buyer a price, for discussion's sake let's say a thousand dollars a unit. Your buyer has studied this negotiation program, and says she'll have to check with her manager.

She calls you back and tells you her manager might be willing to offer \$850 for the lot. You however, being further ahead in this system, tell her, "Janet, I'm so embarrassed to tell you this, I made a mistake in the quote. The actual price should be \$1,250. I can't believe I quoted you \$1,000."

What just happened? You withdrew the offer for the thousand dollars, totally negated her offer for \$850, and Janet is going to be arguing for the thousand-dollar price tag you offered in the first place.

Scarcity, or the illusion of it, is an integral part of withdrawing the offer, and provok-

ing people to make a buying decision. If you happen to be selling programs, workshops, or seminars, it is not unusual to offer the first 10, 15, or whatever number, people a discount, plus additional bonuses for acting fast. Make certain the consumer understands that once that number is reached, the offer is withdrawn. So again, scarcity and withdrawing the offer go hand-in-hand.

This is more pervasive than you may think. The television commercial with the limited time offer, a sale that expires, or any offer with an expiration date, all fit comfortably into this category.

"I've only got one left," is a very powerful marketing tool.

Body language

Q. How important is it to have at least a basic understanding of body language?

A. Very.

While this system is designed to make you a master negotiator, it is not designed to make you a master at body language. There are volumes written about it, and quite frankly, much disagreement among the experts. What I offer here is an overview of some of the basics of body language so you can have an awareness, which gives you an upper hand in any conversation, whether it's personal, or business.

Let's dispel some truths first: body language is an inexact science, which is often open to the interpretation of the observer. One of the most important things to recognize

is that you must establish a baseline before you can make any assessment.

Some aspects of body language are obvious, things you either observe, or perhaps have done yourself. If you're talking with someone and they're rolling their eyes, that's a pretty clear, unequivocal indication, that they do not for a moment believe a thing you're saying. Remember the last time you rolled your eyes, and may have been thinking something such as, "Yeah, right." Hey, it means the same thing when someone else is doing it!

You may have heard that someone crossing their arms across their chest is a clear indication they have just turned off and disconnected from you. Maybe, maybe not. Maybe they're cold, and they're putting their hands under their arms to warm them up. Maybe they have tension in their spine, and the shifting of their body posture dissipates some of the tension. Maybe they just feel comfortable with their arms crossed.

However, if you say something and immediately following what you said, they cross their arms; that's a much clearer signal as to their feeling about what you just said.

Once you establish a baseline for an individual, and understand more about body language, you'll know the distinctions in body language and know that change in body language is infinitely more significant than static body posture.

Another classic indicator you may have heard of is if you are talking with someone

and they take their glasses off and start rubbing their eyes, or the bridge of their nose. You may have heard that means they've totally stopped listening. Maybe, maybe not. Maybe she's tired, worn-out from travel, or her contact lenses are bothering her.

Classically, particularly if you're seated during the conversation or negotiation, and the person leans in, it's indicative of an interest in what you just said. On the other hand, if you have not established a baseline, they may just be shifting their posture because leaning forward is more comfortable in that particular chair.

If you're speaking, making your case for something, and someone gets up from the chair, and possibly even leaves the room, you may take it to mean that participant was bored, didn't like what was being said, or even disagreed with what was being said. On the other hand, it could be something as mundane as that participant had to go to the bathroom!

If you want to learn much more about body language, I would invite you to seek information from a woman with whom I had the privilege of studying, Janine Driver. In my opinion, Janine is the leading authority on body language. You can find more information about her at lyintamer.com.

Proximity

Q. How close can you get to someone during a conversation or negotiation?

A. The answer is, it depends.

One of the things it depends upon is your desired outcome. What do you want? What do you want to accomplish?

For most people in North America, a comfortable distance when having a conversation is about one-and-a-half to four feet. I'll qualify that statement shortly.

That's often considered a personal distance. Any closer than those 18-inches and you're in somebody's personal space. You, or somebody you know, may have used the expression, "get out of my face." That's when you definitely know you've violated somebody's personal space.

When might you see that kind of closeness (aside from a warm, close, and personal, intimate moment)? You'll see it when someone is intent on intimidating somebody. Where may that occur? When the coach of the football team is in a player's face, literally. And, in this "intimate" moment, there is usually a lot of yelling going on. You'll also see it when one player is trying to intimidate another; man, they are helmet to helmet. Definitely in the other person's space.

If you've ever done it, or had it done to you, you know how intimidating it can be. Not a good way to establish rapport and have a peaceful conversation.

Maintain your distance.

I said I would qualify the one-and-a-half to four feet personal space statement. That's generally a comfortable space for people in North America. However, go into a Latin American country, or have a conversa-

tion with someone from Latin America, and you'll find they're very comfortable much closer than the normally one-and-a-half to four feet.

When I was teaching in Japan, I learned very quickly, that the norms I had experienced as social intimacy in the United States were totally different in Japan. Talk about up close and personal. It's just a cultural difference for you to be aware of. It was my experience in Japan that personal space was virtually nonexistent.

There were six of us invited to Kyoto, Japan, to teach the work we were doing. We were revered as celebrities. I remember walking up the street; a group of people approached us. One of them would put his arm around my partner or me, as we continued to walk, totally ignoring him. His friend would take a picture. They would switch positions. This went on for several hundred yards, with people taking pictures pretending to be best friends with my partner and me.

So be aware of cultural differences when you decide your proximity to someone else.

Nibbling

Q. How can you get just a little bit more after you've consummated a deal?

A. You ask for it.

I have a firm belief in life: it never hurts to ask. The worst that happens is someone says, "No." Well, you haven't lost anything; you're in the same position as you were before you asked.

Should a gentleman see a lady he might like to ask out for dinner, and he never asks her, the answer is definitively, "No." If he does ask her out, and gets a "No," he is in the same position he was before, that is, not having a dinner date. However, there is certainly a possibility she may answer in the affirmative.

You're probably aware that Ghandi said, "Be the change you wish to see in the world." You may not know he also said, "If you don't ask, you don't get."

When I was buying my Jaguar, just before we were ready to sign the contract, I said, "That does include new floor mats and full tank of gas, doesn't it?" What is the salesperson going to say? "No it doesn't." He's not going to be so foolish as to kill the deal over couple of dollars. I also had him throw in an extra set of keys. With electronic keys costing in the vicinity of \$100, while it would not have been a deal breaker for me, it was certainly a nice extra bonus, just for asking.

When is the best time to nibble? Just before the ink hits the contract. That's when people are most vulnerable.

When you nibbling, be reasonable, don't make an outlandish, obnoxious request. Put yourself on the receiving end of that. That will kill the deal.

You might say for example, just before you sign the contract, something like, "That does include shipping, doesn't it?"

It may be obvious, but I'll ask anyway. Why before you sign the contract? Because once

the contract is signed, the deal is done. It's a done deal.

What should your strategy be when someone attempts to negotiate just a little bit more from you?

You can do this with little flair if you like: put the pen down on the table, look at the person (perhaps their left eye!), and say something like, "You know Mark, I've already given you the best deal I possibly can. Please don't insult me by asking for anything more."

The view of the other side of the table is usually very interesting. They know they just been bested at their own game. My experience is they become very conciliatory, they know they tried, and they know you're just a tad better than they are at negotiation. It is usually at this point the contract is signed.

Hidden meanings

Q. When does something you hear not mean what you heard?

A. When there is a hidden meaning, or hidden agenda.

"Things are not always what they seem..." appears in *The Phaedrus* by Plato.

There are times when the words we hear are diametrically opposed to what someone actually means.

"The check's in the mail." You know this usually means the check hasn't even been written, and hopefully they'll get to it as soon as they can.

In any negotiation, some of the most dangerous words are, "Don't worry about it. I'll take care of it later." That generally means you are about to get screwed.

Should someone ever say, "Don't worry about it. I'll take care of it later," I urge you to take care of it right now, and make "it" an integral part of the contract.

Any parent who's received a phone call from a child in the middle of the night, and the opening words are, "Don't worry..." knows they had better start worrying.

The CDs have many examples, such as, someone saying, "In my humble opinion..." Get ready; you had better believe their opinion is anything but humble. It means that person thinks they have all the answers, and they'll let you know all about it.

Should someone say to you, "It's no big deal," again, get ready. If it weren't a big deal, they wouldn't even mention it.

This truly is an exercise in reading between the lines, and understanding what people really mean, as distinct from what they say.

Matchmaker, matchmaker

- Q. What's another profound way to connect and build rapport with someone?
- A. Match their style of communicating and connecting.

Earlier I wrote about the three languages, or modalities we all live in: visual, auditory, and kinesthetic. There is another hardwired way in which we communicate. We are all

either matchers or mismatchers. Let me explain: matchers see similarities of things; mismatchers see differences in things. Neither is right, neither is wrong, it's just the way we are. We come "hardwired" that way.

You have a distinct advantage when you understand this aspect of communication. Most people haven't a clue.

A skilled musician can hear the song played, recognize, and repeat it on his or her instrument. The musician hears the similarities, and can replicate them with ease. I don't know about you, but when I hear music, there's no way on this earth I could replicate it on any instrument.

The most important aspect of this is for you to learn if you are a matcher or a mismatcher, and what the person with whom you are speaking is.

How you do that? Glad you asked.

Put a bunch of coins in your hand or on the table. What do you see? Do you see a bunch of coins, or do you see nickels, dimes, quarters, and pennies, or whatever other coinage you may have?

If you are a mismatcher, you might even say you see five dimes, three quarters, three nickels.

If you are a matcher, you would simply see a handful of coins, or you might say there's money.

For clarity: the matcher sees similarities, the mismatcher sees the differences.

There is no right, there is no wrong; it's just the way we're "wired."

Can you see why it's so important to distinguish who is a matcher and who is a mismatcher? Of course you can.

If someone is purchasing something from you, and through your inquiry of them, you find they like something else that is similar to what you're selling, your job is to draw comparisons to what they like and what it is you would like them to buy from you.

For example, if someone is buying a car from you, you want to find out what they had before, and what they liked about it. This step is really basic. If someone tells you they love their last car because it was a manual transmission, you want to ask them specifically what they liked about it. If the line of cars you're selling includes models with manual transmissions, you're going to tell them about the similarities.

Actually, you want to ask them if they still want a manual transmission, or would they like their new car to have an automatic transmission.

The last thing you want to do is attempt to sell the automatic transmission, if they absolutely want a manual transmission now. Sounds pretty basic, and yet I've seen, and undoubtedly you have seen and heard, salespeople go off on a tangent when the consumer has absolutely zero interest.

If someone is buying a computer, and you happen to work in the computer store, and they tell you they absolutely love their PC,

there's no way to make the sale if you try to convince them to buy an Apple product. They have already told you what they like. This is not a time to reposition the buyer.

If, on the other hand, they tell you they are fed up with the PC, now is the time to step into the mismatcher mode and educate them as to where the Apple products differ from PCs. Mismatchers will always seek the differences and feel comfortable in that quest. In this situation, it is your job to amplify the differences between the PCs and Apple products. You are more likely to win the convert when they have actually initiated the conversation.

If you're selling a commodity, service, workshop, or seminar, you want to find out what kind of programs that person likes or doesn't like. Let's use business development programs as an example. In today's culture, many programs are what are called multi-speaker platforms. At these programs, there are several speakers delivering powerful content, and during their presentation, or at the end, they offer you the opportunity to make further investments in their product or service. This is a very powerful way for presenters to present their material, and provide consumers the option to participate in the up sell.

On the other hand, if you were to explore the world's oldest and largest business growth club, CEO Space, you would discover that while there are multiple speakers, including many Fortune trainers, there is no up sell. So if someone tells me they really don't like

the up sell model, I will let them know that CEO space is the antithesis of that model and faculty are actually fired if they pitch their own products. That distinction is so great people often offer a sigh of relief when they discover there is no up sell. For more information about CEO Space, go to ceospaceamerica.com.

The key here is to find out whether someone is a matcher or a mismatcher, and using your wisdom, skill, and experience, speak to them through their language. What this means is you are going to match their programming. I'll say it again: if they are a mismatcher, you're going to tell them the differences between what they had and what you're offering. If they are a matcher, you're going to tell them the similarities between what they had and what you're offering.

Please know, neither is right, neither is wrong. This is just the way we're wired. A mismatcher, for example, makes a great editor. This is the person who will see the one comma outside the quotation mark, when it should be inside.

What is important here is to discern whether the person is a matcher and or mismatcher, and show up for them in their modality.

Guttenberg was right

Q. How important is it to put agreements in writing?

A. Vtally.

Imagine asking someone to book an airline flight for you. You tell them you want to go

to San Diego, and they come back proud of themselves because they were able to get great tickets to Santo Domingo! This may be a little bit of an exaggeration, but we all know spoken words can be misunderstood

Remember the 20 six sheep? As you read that exercise, it was really clear there were 20 six sheep. However, in the verbal communication it always sounds like 26. While this may be an amusing example, we all experience this kind of mis-communication in every part of our personal lives, our professional lives, and any other relationship you can think of.

No matter the nature of your business, get your agreements in writing. While it is heart-warming to say we do business on a handshake, at CEO Space, for example, which I mentioned earlier, we are rigorous about having people replace handshakes with contracts. Put in writing.

If you don't, everything is open to interpretation. Nuances show up even in a written contract

A few decades ago, I sold my chiropractic practice. Half payment was made at the time of sale; half was to be tendered six months later. The contract stated the interest rate for the deferred payment would be dependent upon the Fed interest rate. It seemed pretty clear to my attorney and me. However, at the six-month mark, the doctor who bought my practice raised the question: the Fed when? At the time of sale or at the six-month mark? While I don't remember the

outcome, I relate here a demonstration of the need for specificity in your contract.

When Gutenberg invented movable type, in 1451, he had one goal, and that was to make the Bible more readily available. Even today, the Bible is open to interpretation. Imagine what would've happened if the Bible was never committed to print, just remained in storytelling, the way the ancients used pass on their wisdom!

How often have you, or someone you know, been involved in a transaction which was totally verbal?

All too often I suspect

While there are few exceptions, it is very unusual to go to a restaurant and not see prices on the menu. At very high-end restaurants that might be the case, however I doubt you'll see it where the 99% eat.

There is a reason every item has a price tag when you go shopping. Most people look at the price tag, and that's the price they pay.

In the CD component of this system, I relate a story about going into Best Buy to buy a widescreen television and associated components, including cabling, an uninterruptible power source, etc. While everything was clearly marked with the price, using some of the techniques you are learning in this program, I was able to get a really good deal.

From your end of it, commit things to writing.

I've got to think about it.

Q. What's a fairly simple way of avoiding having to make a decision when buying or selling something?

A. Simply say, "I'll have to think about it."

I assure you, you have probably used these words in the past, and I can almost guarantee these words have been said to you if you've ever sold something. It doesn't make a difference whether you're selling or buying, whether it's personal or business. If you're a salesperson, the odds raise exponentially that you heard these words many times, perhaps many times in a single day.

"I'll have to think about it," can mean many things. Usually it means, "Where is the nearest exit?" I already made my decision, my decision is no, but I don't have the courage or the intestinal fortitude to tell you that. So I'll just pretend I'm not making a decision.

Every moment of every day we are obligated to make decisions, and making no decision in itself, is a decision.

You may be familiar with Alice, of *Alice's Adventures in Wonderland* fame, who asked the Cheshire cat, "Would you tell me, please, which way I ought to go from here?"

The Cat responded, "That depends a good deal on where you want to get to," to which Alice said, "I don't much care where."

The Cat responded, "Then it doesn't much matter which way you go." Alice then said, "So long as I get somewhere."

The Cat, "Oh, you're sure to do that, if only you walk long enough."

The lesson? Make a decision, or wind up somewhere, someplace, and some time, and it won't matter where, or when.

Okay, enough of *Alice's Adventures in Wonderland*, back to work.

"I've got to think about it" can also mean someone really has to think about it!

Some of the information about this is on the CDs, and also written about here, so you can really know how to deal with someone who says, "I've got to think about it."

You tell them, as you read above: "I've got to think about it can mean several things. One of them is you really want to say, 'no.' While it may not be my favorite answer, if your answer is 'no,' please let me know."

Make it okay for them to say, "No." Let them know you'd rather have an answer than a non-answer. You'd much rather have an answer than be left hanging.

Second, you may say to them, "I understand, you really do need to think about it. That's a good thing. Shall I call you tomorrow, or the day after?" Remember we talked about offering options. Should they tell you they'll get back to you, you need to know to never leave it up to them. You may respond with something such as, "That's great. And if I don't hear from you within two or three days. I'll call you back." Put a deadline on when they'll be calling you back, or when you get back to them.

A third thing to say is, "I wonder if I just haven't given you all the information, so let me tell you what this is about..."

At this point, you go through the data, just the salient points, without the story around it. As Jack Webb (you remember him from *Dragnet*, we'll talk more about him later on) used to say, "Just the facts ma'am just the facts."

The possible outcomes include the person making a decision, yes or no; or restating that they need to think about it.

Great. At least you have some closure, instead of hanging out there.

You now know how to respond when someone says to you, "I'll have to think about it."

Hot potato

Q. How do you know if someone's challenge, or problem, they present to you, is genuine?

A. You ask them.

You know, some of this stuff is so simple. The challenge is no one ever taught us how to do it.

We often shy away from what may appear to be confrontation, when all that is missing are the tools to resolve the situation.

"Hot potato" refers to someone offering up their problems as if they're yours. Once you learn this strategy, underneath your breath you might be saying "nice try."

Why is this called a hot potato? Imagine taking a hot potato off the grill; it's too hot

to handle, so you may toss it back and forth between your hands, perhaps tossing it to someone else. Looking at this through the negotiation model, it means someone tossing their hot potato to you.

How may this hot potato have shown up in your life?

You've written a proposal, or otherwise made an offer. The buyer says something like, "That's a lot more than we have budgeted for," or, "My boss would never authorize this," or, "My wife (or husband) would kill me if I spent this much money on this."

In essence, they're saying to you, you better come down in price so I can satisfy someone else. (You may recognize that this is pulling "higher authority," into the hot potato scenario.)

One highly inadvisable way to handle this is to ask, "What are you budgeted for?" or, "What would make them happy?" That comes from a place of scarcity, but if you have to have the deal no matter what, you're into a slick negotiation strategy.

A much better way to handle this with your vast reservoir of resources may be to say, "Well, how can we make this work for you? We can work out payments, if that makes it easier for you to justify the deal." You have not budged on the price, and tossed the hot potato back to them.

If you do decide to ask what their budget is, and that's the maximum they'll spend or invest, then offer a lesser quantity, lesser

quality, or a shorter length of contract, to match their dollar value.

What you definitely do not want to do is take their problem on as your own. Just as a hot potato gets tossed back and forth between hands, toss the problem right back to them. Let them have ownership of it.

When you do toss a hot potato back to the other person, you can always ask something like, "What would have to happen for you to make this happen?" With so many strategies at your disposal, let's say they come back and say in essence, "The price is too much," you can respond with something such as, "As compared to what?"

Or, you can ask something like, "What is it you really need?"

"You really need the Platinum membership, and the price range you're talking about more appropriately fits the Gold membership. So you may want to invest in the Gold membership now, and when your budget allows, upgrade to Platinum."

You may also wish to withdraw the offer, telling them you understand this is out of their budget.

By now I trust you see that not a single section, or segment of this program is stand-alone. They all come into play; play with them. This is a mix-and-match program. Master it by going through this program two, three, four, perhaps five times, and you'll know which strategy is appropriate to use at any given time, and as in this example of

hot potato, you'll know you have many tools at your disposal.

The key here of course is just don't take on someone else's problems. Most people struggle for their limitations, real or imagined. It's just wrong for you to take them on as your own.

Who's on first

Q. Who gets to make the first offer?

A. Usually the other person, but not always.

Most of the time you want to let the other person make the first offer. And yet, there are times you want to make the first offer. I'll talk about both perspectives here.

If, for example, you're selling a big-ticket item like a home, it's appropriate for the potential buyer to make the first offer. Same thing if you're buying a car, and of course the car has a sticker, price attached to it. It's appropriate for you to make the first offer. And of course, you know in these situations it would be counteroffer after counteroffer after counteroffer. That being said, a dear friend of mine, here in Taos, New Mexico, wanted the home she had seen, and knew that there were other interested parties. She offered \$10,000 above the listing price. Needless to say, she got the home.

When do you really want to make the first offer? When you have something of great value, and that's certainly relative, and you suspect the other person is going to make a low offer. Immediately set the bar higher.

You realize that most of us attach higher value to a higher price.

Let's say you have a collector's item; you know a collector has his eye on it.

I've seen this played out where the seller was looking at the \$5,000 range for a piece of art; the buyer was thinking of a thousand dollars. When the seller made the comment, "I'm looking for about 5000 for this," the potential \$1,000 offer immediately disappeared from the table. The buyer knew the low-ball would be an insult, and would never be accepted. The buyer wound up making an opening offer of about \$3,000.

In most circumstances, it is advisable to let the other person make the first offer. That way you know if they are within the price range or not. You can always counter.

With the piece of art I just wrote about, if the buyer had made a first offer of \$1,000, the seller might have said something like, "That's an interesting offer, however this is on the market for \$5,000." There is no way to predict where that conversation might've gone.

I've seen people walk into my friend's art gallery, see the price on a painting, and gladly pay it. Years ago, when Pat left the collective gallery and moved into his own gallery, I suggested he double his prices. You realize the price of art is highly subjective, and it's only value is what consumers are willing pay. I'm still astonished when people never make an offer on artwork.

I was in a different gallery in town, saw a beautiful piece of art, and asked the artist what she was selling it for. She told me it was \$9,000. When I told her it was a bit out of my budget at the time, she said, "I'm the artist, you know, I can make you a good deal." And she did.

Speaking of the first offer, it is a wise decision to never accept the first offer. There are myriad ways the story is told, and I tell one of them on CD program. I will repeat it here. You're out looking for a used car; you see a great one advertised. The seller is asking \$3,500. You like the car, you test drive it, and it feels good, it meets your requirements. You offer the seller \$1,000. He hems and haws, rubs his chin, scratches his head, and says, "Okay, you got a deal."

Guarantee, the first thought that goes through your mind is, "Oops!" There are many thoughts behind the, "Oops." Some of them may be, "What did I just do? Why did he accept my offer? Did I buy a serious lemon? What's wrong with it?" Or even, "I wonder if I could've gotten it for less?"

Know your buyer, the seller, the circumstances, and make an informed decision whether or not to make the first offer.

You may be disappointed that there are no hard fast rules: make the first offer; do not make the first offer. Welcome to Life 101, everything is situational.

The reality is you can never go wrong. And, as in life, in negotiation, you learn from each

experience and take what you've learned to the next one.

It is not unusual for an inexperienced negotiator to make the first offer. There may be myriad reasons why, however, suffice it to say that while there may be some exceptions, it is usually not a good idea to make the first offer.

Another thing that is vital in any negotiation is to do research before you can begin the exploration of the deal. You must know who you are dealing with, and what the company is about. Obviously, if you're buying something at a flea market, you don't know anything about the vendor or the item, and of course, it's not important. We're talking about major transactions here, industrial size transactions, if you would. You need to know what's possible, as well as what's not possible; the more research you can do into the buyer, or the seller depending on which side of the equation you're on, the better position you are in to negotiate an excellent deal.

Trial balloons

Q. How do you find out if one of your ideas, suggestions, or offers, is viable?

A. You float a trial balloon, offer an idea to the client and see if the interest is real.

A trial balloon is described as, "Something that you do or say in order to find out what people think about an idea, plan, etc."

And, that is exactly what you are going to do. You're going to present an offer (as with

virtually everything presented in this program) to the buyer or seller, as an exploration of the receptivity, of the buyer.

Classically, the trial balloon has been used by companies and politicians to send information to the media to observe the response of the people. In the larger scheme, they typically leak the information to the media, so it comes as a press report, instead of coming directly from the company. They do this so they don't have to move forward, and don't have to take the heat for not performing.

What this means to you is, if you are a politician, and you want to test the waters on a potential policy, you leak it to the press. You'll know whether to follow through or not.

However, since most of us are not politicians, how do you put this into play in your life?

For example, if you are a representative of a company which is considering launching new software, you leak the idea to the press. You gauge the public's reaction, and make a decision whether to move forward, or not.

On a personal level, let's say you're buying something, you float a trial balloon, a tentative offer, with words such as, "I might be interested if..." You place the conditions here. You will find out if there is even a potential for the deal to go through. Using virtually any the strategies in this program,

you know how to make a counter to what will undoubtedly be their counter offer.

Preparers

- Q. How do I get someone ready for the next question, or the next offer?
- A. You set them up for what comes next. The truth.

If you look up “preparer” on the Internet, the most common returns are lists of people who prepare tax returns, or other kinds of documents. Just to get that out of the way, that has nothing to do with what we’re doing here.

I preparer is indeed a set up, it sets the person up for what is to come next.

The prime example I use on the CDs is asking someone a simple question to prepare them for what they think is a very deep and personal question, yet it’s nothing like that; it’s actually very superficial. Let’s say the potential buyer declines a health care recommendation (hey, remember I practiced chiropractic for 30 years!); an investment in a program, workshop, or seminar; a suit; to buy the home you just spent two hours showing them; the vacation you know they dream about.

The setup: in a very loving way, as you say, “May I ask you a very personal question?” And here is the ubiquitous silence; you pause for a few moments, while their mind tries to grapple with, “Oh my goodness, what, what are they going to ask me?”

The question you ask after that is totally innocuous. It's not unusual, with any of these examples, the reason the client declines the suggestion, offer, or widgets (that is that strange word again) is based around money. Usually, a lack thereof. What it really amounts to is the value of your offer hasn't been sufficient enough to outweigh the perceived cost. (You can always go back to review the cost versus value discussion earlier on in this study guide.)

I'll take these one by one, so you can see some ways of helping the prospect make new decisions. Note, I did not say you're going to change their mind; rather you are going to help them make a new decision by offering new information. There is only one question we are dealing with here, and that is, "May I ask you a personal question? Is it about the money?" Understand, the declination may have actually nothing do with the money. Let's say you show them what you think is their ideal home, your presentation was wonderful, exquisite, so exquisite in fact you want to buy it. The only challenge is they want a home with a two-car garage, and you just invested all your time showing them a home with a one-car garage. Oops.

So, for the example here (you understand there is no way to cover every contingency), we're going to assume the declination is based around money, after they declined to make the investment, or accept the offer.

– The healthcare question: "May I ask you a personal question? You know, this is really embarrassing for me to ask [pause], but

how much is a better quality of life really worth to you?"

- The home (that seems to be their dream home): "May I ask you a personal question? Is it really about the money? [No pause at this place] What is your ideal home really worth to you? I know you said this is beyond your budget, however, if you amortize the payments out over the life of the mortgage, it's really quite doable." [Here's where you pause.]
- The workshop, seminar, the program: "May I ask you a personal question? You know, this is really embarrassing for me to ask [pause], but how much is it really worth for you to take your skills, business, and abilities to the next level?"

Okay. You get the idea. This question is, "May I ask you a personal question?" Where you go after that, is up to you. You've got some examples here, massage them, make them personal, and put them into play.

Funny money

- Q. How do you take a fairly large investment, and make it seem palatable to the buyer?
- A. You play with Monopoly money.

Monopoly money, of course, has no value. It's play money. And that's what you do; you take a large investment and chunk it into smaller pieces that are really meaningless. Let's go back to ubiquitous car commercials on television. They may tell you how much you have to put down and how much monthly payment is. "\$2,500 down

and \$239 a month.” They may also tell you how much you’ll save. However, you have no idea what the cost of the car is, the interest is, or anything else. Should you make it to the showroom, you’ll find out.

It is not unusual for salespeople to totally ignore the full price, and give you the weekly, or even daily cost.

I’m a fan of *Coast-To-Coast AM*, with George Noory (you may even remember it as the *Art Bell Radio Show*). They are constantly talking about the *Coast Insider*, which gives you access to downloads, and a wealth of other material. They tell you it’s only about 15¢ a day. It’s only about \$55 a year, yet they chunk it down to about 15¢ day. If the most widely syndicated radio show on the planet can chunk it down, maybe you can too.

Randi Rhodes, who hosts *The Randi Rhodes Show*, on Premiere Radio Networks, talks about her podcasts and downloads, for only \$6.95 a month. Here too, annual cost is about \$83 a year, yet they chuck it down to a more palatable \$6.95 a month.

As I write this, there is a new service being offered by Amazon, called Amazon S3, where you can store all your material, including video, in the Cloud. (I’m not pitching this service, just offering another example of chunking things down.) Their pricing page reveals the first TB (terabyte) only costs \$.095 per GB (gigabyte) per month. Hello. If you’re buying space by the TB, why not let you know how much that really costs? Because the monthly fee for that 1 TB (there

are 1024 GB in a TB) is actually \$97.28 per month! Getting the idea? Of course you are.

I use these examples simply to give you some samples of real world applications. If two of the most widely syndicated radio programs use this strategy, and Amazon uses this strategy, I invite you to explore how you may incorporate it into your presentation.

A speaker I know who speaks on the college circuit told the college coordinator her fee for a specific event was \$3,000. The coordinator balked at the amount. The speaker already knew there were to be about 3,000 students at the event. When she chunked it down, she got the gig.

You see, she said to the coordinator, "That's only a dollar per student."

Funny money. Fold it into your life.

Good-guy; bad-guy

Q. How do you double-team the buyer, or seller?

A. You play Jack Webb with them.

Perhaps you remember *Dragnet*, the famous television show from the mid-60s, featuring Jack Webb as Sgt. Joe Friday, and Harry Morgan, his sidekick, as Officer Bill Gannon. If you don't remember the television show, in the late 80's, it was made into a feature length movie.

Dragnet epitomized the good-cop, bad-cop, or good-guy, bad-guy, scenario.

While you will see the good-guy, bad-guy or good-cop, bad-cop, scenario played out in almost every cop TV show or movie, it all started with *Dragnet*.

In *Dragnet*, Sgt. Joe Friday would come down hard on a suspect, telling him that they had the fingerprints, the eyewitnesses, bloody footprints, and everything but the confession. They have enough to put him away forever. He really played the bad guy, the heavy.

Expressing frustration, he walks out of the room, ostensibly to get some air. He leaves the terrified suspect alone with his sidekick, Officer Bill Gannon. Gannon watches his partner leave the room, sits down, takes a deep breath, and says, "Ah, don't worry about him. He's just frustrated. He really doesn't want to know if you committed the crime. He just wants to know where you got the weapon. That's all." He hands the suspect a bottle of water, calms the suspect down, and the suspect feeling a chance for a break, reveals where he got the weapon.

Cha ching. The suspect just went down the rabbit hole.

Great, but you're not interrogating suspects. How do you put this into play in your life?

Let's say you and your partner go out to buy a house, or car, or an expensive suit, or dressing gown, from an independent store (it'd be unusual to get away with this in a store like Nordstrom's or Neiman Marcus).

Before you go in, you decide which one of you will be the good-guy, which one the bad-guy.

The good-guy really likes whatever it is you want to buy. Really plays to the seller. "Man I really want this." The designated bad-guy, depending on his or her acting ability, becomes indignant, frustrated, and perhaps really angry with the partner for wanting to make such a ridiculous purchase, and ultimately storms out of the store.

The good-guy watches her go, turns to the salesperson says, "Hey, wow, what can you do to make her happy, so we can do the deal?"

The inexperienced salesperson now feels pressured to make "her" happy. It is not unusual for some serious concessions to be made at this point.

So what if this strategy is used on you? How do you counter it?

Well you might say something like, "Well, that's an interesting reaction. I sure wish there was something I could do, however, my manager [real or imagined!] (deferring to higher authority), would probably fire me if I came down anymore on the price. I feel sorry about it, but there is nothing else I can do."

If that couple studied this program, they'll come back to you with different options and different strategies. Your choice will be whether to play or not, and will depend upon what you can or can't do, or, on how badly you want the sale.

At any negotiation meeting, should you become aware the other team is playing good-guy, bad-guy, just call them on it. "Ah, come on. You're not going to play good-guy, bad-guy with me are you?" It is always amusing to watch their response when they've just been called on their game. Don't be surprised, if after you call them on this game, you get almost anything you want in the negotiation.

Who writes the contract

- Q. What's one way to get an upper hand in the contract?
- A. You, or more realistically, your attorney, writes the contract.

There are so many nuances in a contract, regardless of the investment with your attorney, you're better off writing the contract.

Setting aside my attorney's screw up on the interest rate when I sold my practice, my contract with the doctor who bought my practice was heavily weighted in my favor. Yes, of course he had his attorney look at it. However, the weighting was in my favor.

Whether you are a doctor selling a practice, or Boeing writing a contract for a vendor, I'll say it again, the upper hand goes to the originator of the contract.

Later on, we'll talk about what goes in the contract; there is a single word that encompasses that: everything.

You can never have too much minutiae in a contract. When I moved into my previous

home, the prior owner was a serious art collector; you could hardly see the walls for the art hanging. The purchase agreement included a statement that all holes in the wall were to be spackled and painted to match the original color of the wall.

Please, unless you're an attorney, don't write your own contract. There's no way to say this nicely: if you write your own contract, there is a high probability that you are going to get screwed.

If contracts written by attorneys are subject to negotiation, and they often are, there's no way you can write one that will protect you.

Fait accompli

Q. What is an internal strategy you can use when going into negotiation?

A. See the deal as already done.

Fait accompli is French for "finished task, or, "it's already done." When you prepare for a negotiation, actually any kind of meeting, I invite you to "see" your expected outcome. What specifically do you wish to come away with? In a negotiation especially, this is not an expectation of entitlement, just an anticipation of your desired outcome.

For example, if you're heading into an angel investor meeting, where you are looking to raise capital for your venture, see people nodding in agreement, writing checks to you. If you're going into a deal making meeting, see the deal as already done.

The mere fact that you are using this system to grow, suggests you are committed to yourself, and to self-improvement. So this segment should feel really good to you.

Imagine going into a meeting where your thoughts are predominantly negative, wondering how it can go wrong, and overall, anything but positive.

If you remember Mohammed Ali, known as Cassius Clay before he changed his name, he told everyone how great he was. "I am the greatest." Was he? Perhaps. What really mattered was the energy around what he said. It has been reported that when fighters got in the ring with him, they were intimidated by his mere presence. He saw the outcome before he walked in the ring; that is, he saw himself winning the fight. Did he win every match? Certainly not. However, his attitude was known to intimidate a fair number of opponents.

What is interesting about his marketing campaign of declaring himself the best, is that it was very successful. Those who loved him came to see him win. Those who hated him came to see him lose. This campaign filled the seats in the arenas. That's brilliant marketing.

High profile, high power, law firms use this strategy all the time. Their attorneys see the outcome of the deal, or trial, as a done deal. Lesser attorneys going up against them, knowing their reputation, often feel intimidated. Do they always win? Of course not. But again, they approach the bar having seen the outcome. Needless to say, oppos-

ing counsel also sees the outcome, perhaps just not as confidently as the power team.

Your physiology can be a dead giveaway as to your confidence level when you approach the negotiation. If you walk into that room with your shoulders slumped, your breathing shallow, perspiring profusely, the other person or team looks at you and immediately feels success.

On the other hand, you walk in with your head held high, your breathing slow and steady, with an air of confidence, forget what the other team feels. That's their problem; you see the outcome.

If you are a speaker, and you take the stage feeling uncertain, insecure, and not knowing your material, your audience will sense it in a heartbeat. They'll be disinclined to give you credibility, no matter what your credentials. Perhaps you have been in the audience when someone like that takes the stage. It is not very comforting. "I paid for this?" On the other hand, when you take that stage seeing your desired outcome, coming out with confidence, poise, grace, and knowing your material, you have a much better probability of owning the audience.

To make a distinction: when you're taking the stage as a speaker, or enter any negotiation, come not from a place of arrogance, but from a place of confidence, and you enhance the probability of coming away successful.

What's on the table

Q. What are some of the things open to negotiation?

A. Everything.

Remember my story about selling my practice, and the confusion over the interest rate? Whether it was at the time of sale, or the time of the second payment?

Boy, did I learn from that.

Everything you can think of must be included in the contract.

Too many people assume the only thing negotiable is price. There many times when price is the one thing not negotiable. However, everything else is: the shipping date, payment terms, renewable contracts, service, etc. Earlier I wrote about my experience of shopping in Australia, where the woman was intransigent on her price, however she was willing to be flexible with add-ons.

Going back to selling my practice, aside from the screw-up on the interest rate, everything was included in the contract. Down to the number of trash cans, whatever art there was on the wall, what my obligation was to stay on as a doctor during the transition period, what my specific obligations would be, and, of course the computer (as an aside: the computer 20 years ago, while advanced for its time, had about 120K of memory, and a 10 inch floppy disk!).

When the contract is written, I can't emphasize this enough: everything is in it. Yes,

including the kitchen sink. Including penalties for nonperformance. Including options and conditions for potential cancellation of the agreement. Including, if appropriate, shipping date, the carrier (UPS, USPS, FedEx, etc.), and the nature of the shipping (ground, overnight, expedited, etc.).

As a speaker, my contracts obviously include what my speaking fee is. They also include such things as who pays for travel, whether or not there is a per diem fee, what percentage of revenue from back of the room sales does the producer get, what kind of AV equipment is to be provided, indemnifications, anticipated audience size, and myriad other items to ensure, to the best of our ability, a successful program. Oh yeah, the contract also has the venue, the date, and the time and length of time to be on stage.

I know of speakers who've shown up at the wrong hotel. That's another oops.

Where do you meet?

Q. What's the best location to hold your meeting?

A. Preferably your office.

If you have any say in the matter, the best place to meet is always in your place, or a place of your choosing. This way, you control the environment.

If it's your office you hold all calls, perhaps ask your assistant or secretary to hold all calls. The last thing you need is a phone ringing at a crucial moment in the negotiation. Once you figure out the seating ar-

rangement, remember the ubiquitous cell phone. What you may want to do is take your cell phone off your belt, out of your purse, wherever it is, bring it out in plain sight and announce to all present that you're turning your cell phone off, so as not to be interrupted, and suggest everyone does the same. If anyone needs to make a call to someone outside the room, they can always leave the room, or declare to the room they need to call someone before they can proceed with the deal.

Another consideration for meeting at your office is you get to control the time. Understand the person who is under a time constraint is at a massive disadvantage in the negotiation. If someone has a plane to catch, or another meeting to go to, or some other deadline, the potential for massive concessions raises exponentially. Of course, the potential for breakdown also rises.

Meeting at your place allows you to set the meeting facility exactly to your taste, your liking, your scenario, and seat the people where you want them to be seated.

I talk about this on the CDs; I'll just give a short version of it here. I used to meet with a University President and was always at a remarkable disadvantage, because of his huge desk, which was placed in front of an enormous picture window overlooking a forest. You are aware of course that your eye cannot accommodate when there is a bright light behind somebody. Mostly what you see is the shadow. His desk was situated with the bright light of the outdoors streaming

in behind him, a very powerful seating arrangement. Seated in front of him, sitting in the shadow, placed any of us who met with him at a huge disadvantage. Literally, all you can see was the shadow of the man. When I visited with him on a somewhat social level, we sat on the side chairs, where we could see each other clearly. This man not only understood the power of the seating arrangement, but used it majestically.

While he was in his own right a very powerful man, his power was amplified by the physical setting in the room.

There are many times when where you meet will be totally out of your control. There may be times when you must go to an attorney's office, the attorney's conference room, or the office or conference room of the other team. The only thing you can do is make the best of it. See the section above about where to sit. You may be totally at effect, as distinct from being at cause, obligated to take certain seating positions. Just remember the things written above, such as not sitting between two opponents.

It is not unusual for meetings to occur in a restaurant. There are vitally important considerations in meeting at a restaurant. No matter what the level of negotiation, I would like to believe you understand that a place like Denny's is not a place to conduct a meeting. While you don't have to go to the best restaurant in town, you do want a place that allows for intimate conversation, and not having to yell at each other over the

background noise of, for example, a sports bar.

I spoke about this on the CDs, and I feel it is so vitally important, I'm writing about here, too. Even if the other person, or persons, choose to have alcoholic drinks, I urge you to refrain from drinking until after the deal has been made. You want your mind to be as clear and sharp as it can possibly be. Whether you are negotiating for yourself, or as the representative of a company or business, the last thing you want is to screw up a negotiation because you were slightly impaired. If you feel uncomfortable not ordering a drink because everyone else is, then go ahead, order a drink. Set it down and just don't drink it. The odds of someone noticing that you are not drinking it are slim to none.

Of course, you can always order a sparkling water, and no one will care.

You want 100% of your faculties when you're doing business. Forget the three-martini lunch. How many drinks would you want your pilot to have before you board that flight?

If you are having your meeting during a meal, avoid all conversation about the deal until you have ordered and the food is placed in front of you. Talking with your mouth full? No. This suggestion doesn't eliminate Emily Post's admonition of not talking with your mouth full. Imagine being at a crucial point in the conversation, and the waitperson comes over to take your order. Or a few moments later, you are again deep into the

conversation, about to close the deal, and the food is delivered to your table.

Dealus interruptis. You've got to regain the momentum and capture another moment.

Just as a sidebar, if you made the invitation for the other person to join you for the meal, and you're trying to get them to close the deal with you, it'd be wise to pick up the check.

Being nice

Q. Is there a reason to be nice to everyone?

A. Is this a trick question?

The power of being nice. Wow, that would make a great book title. I am consistently astonished when I see people being arrogant, abusive, and even downright nasty to someone with whom they're trying to do business. In my world view, there is no reason to be abusive to anybody.

Too many people have an experience of being emotionally or verbally abused by a superior in the workplace. It is my experience that the person being abusive is too often insecure in their own being to honor and acknowledge other people. There are too many people who make themselves feel better (or at least they think they do) by making other people less than they.

Winning by intimidation is not really winning. Remember the whole premise of this program is everybody must feel they win. A distinction: winning does not mean getting the best deal, or the best price; it means

you come away feeling good about what just occurred.

If you're still reading this, good for you, for being so committed to your personal growth and development that you got this far in this program.

Early on in the CD program, I talk about the win-win philosophy of this program, where everyone involved must feel success. Some people have the attitude of "Well this is a one-off deal, or I'll never see this person again, so what difference does it make if I intimidate the heck out of them just to get what I want? I can overpower them with my wisdom, skills, and experience." My experience is the way you do anything, is the way you do everything. Call it karma, call it a way of life; while not everyone may treat you the way you would like to be treated, I invite you to treat others the way you would like to be treated. Spread it around, it's a good way to live life.

How wonderful to read stories on the news, or even Facebook, about people in the drive-through line paying for the coffee or the meal of the person behind them. Or stories of people who came to a tollbooth on the highway and paid for the person behind them. You heard the expression: "Practice random acts of kindness." There doesn't have to be a reason to be kind or nice to somebody, it is just a way of life.

What a joy it is to be in a restaurant, and have a server, who seems incapable of smiling. Your first thought may be along the lines of, "What I do to deserve someone

like this?” What if you turned the situation around, acknowledged her, and actually engaged in conversation and got her to smile? Rather than be a mirror for her disposition, acknowledge her and let her know you appreciate her. You have no idea what’s going on in her life. You may be the one to put a smile on her face, which she will transmit to every diner after you.

A few decades ago, I remember hearing a story about someone’s experience on a subway. A man and his young children entered the subway and sat down. The children were yelling, being rowdy, and disturbing the other passengers, while the man stared off into space, seemingly oblivious to their antics and rudeness. After he had seen and heard enough, the first passenger asked the man if he might do something to control his children’s behavior. The man looked at him, apologized, and explained that they had just come from the hospital where his wife had died about an hour ago.

You never know what is going on someone else’s life.

Share a smile, light up somebody’s life.

I’m not talking about being a Pollyanna, where everything is right and wonderful. The real world just isn’t like that. I am talking about seeing the brighter side of all of it, simply acknowledge people, leaving them feeling better because they met you.

On the CDs, I tell a few stories about simply acknowledging people and the effect it has on brightening up their day. How do you feel

when someone is nice to you? Wouldn't you rather give them your business than someone who is less than nice?

There is another aspect of being nice to people. I call it, "If you don't play, there's no game." When someone is less than nice to you, and you endeavor to get back at them, and play their game of not being nice, that's a downward spiral. There may be no way out of that, especially when people are trying to outdo each other about not being nice. Yes, the argument ensues, and can even escalate into a physical altercation.

We have all encountered arrogant drivers on the road, they'll cut you off in a heartbeat, or not let you merge in traffic. Know it is not about you, it's nothing personal. Also, know it's not worth arguing about at 60- or 70-miles an hour. If someone cuts me off, yes, it certainly has happened, they will inevitably look in their rearview mirror, joyful in their triumph. I smile and wave at them; a polite wave.

Speaking of not taking it personally, one of the worst things you can do in any negotiation is to take it personally. Regardless what you think of Donald Trump, and his television show *The Apprentice*, he used to remind the participants, "It's not personal, it's just business."

Certainly, one of the worst things you can do in any negotiation is launch a personal attack on another person. I've seen people say to another person, "You're too stupid to see the advantage of this." Someone sure needs to read, *How to Make Friends and In-*

fluence People. Once you go down the rabbit hole of the personal attack, it's very rare to come back out.

A few decades ago, my son's mother called me, and rather heatedly asked me, "What did you tell Jonathon?" I told her, "I told him the same thing I told you, 'if you don't play, there's no game.'" The issue revolved around the fact that his room was quite messy. Actually, that would be an understatement. It looked like a disaster area. She would yell at him, telling him to clean his room, quite a reasonable request. However, whether it was an act of rebellion, or just plain sloppiness, his room looked like a tornado had just moved through it.

My coaching to him was that when his mother yelled at him, don't react. Be nice. While it was not the intended outcome, that infuriated her. I simply asked her to do the same thing: don't play his game. I suggested she simply ask him to keep the door to his room closed. When they reached that agreement, it immediately defused the tension between them.

It is my experience that when you're nice to other people, that niceness comes right back to you.

Now, go be nice!

The Next Step

Congratulations for getting this far! You are one of a select group of people who actually invest in themselves through a program such as this, and take it through to the end. The reality is most people who invest in such programs don't even begin them.

The fact that you are reading this, suggests you are someone who has the potential to create massive success. Not because you are reading this, but because you have gotten this far.

I invite you to go through this again, and again, and again. Same with the CDs, listen to them, again, and again, and again. I promise you, each time you do, you will pick up another nuance, something to take your skills and strategies just a little bit further. You will swear there's new material since last time you went through it.

When you implement even a few of the strategies you learned here, you will potentially improve the quality of your life, your ability to earn more money, and take better care of yourself and your family. Certainly the quality of your communication and negotiation will improve. And remember, these are not stand-alone strategies; they can be woven into a tapestry to drape over your conversations and negotiations. You have skills and strategies you may have never had before.

Enjoy the adventure.

I would love to hear your success stories. I love to hear how your life has changed. If you would like to share your story, so others can know how they may implement the strategy in their lives, go to richardkaye.com/story.

Remember, Dr. Richard Kaye is available to present workshops and programs to your business, group, or organization. He is also available to facilitate programs at colleges and universities.

You can get in touch with Dr. Kaye at richardkaye.com, or rkaye@richardkaye.com

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