

TIP SHEET

1. GO TO THE BALCONY

- Keep your eyes on the prize
- Name the game
- Buy time to think
- Don't make a decision at the table

2. STEP TO THEIR SIDE

- Hear them out
- Acknowledge the point and the person
- Agree wherever you can
- Don't say BUT, say YES...AND

3. DON'T REJECT...REFRAME

- Ask problem-solving questions
- Ask "why" and "why not"
- Ask "what if?"
- Ask for advice
- Reinterpret whatever they say - positively

4. BUILD THEM A GOLDEN BRIDGE

- Satisfy unmet interests
- Involve them from the start
- Help them save face
- Go slow to go fast

5. EDUCATE, DON'T ESCALATE

- Boost your BATNA
- Ask reality-testing questions
- Warn, don't threaten
- Use your BATNA, defuse their reaction

**... Don't get mad, don't get even,
GET WHAT YOU WANT**