CHAPTER 1 | THE NEW RULES

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

CHAPTER 2 BE A MIRROR

How to Quickly Establish Rapport 23

CHAPTER 3 | DON'T FEEL THEIR PAIN, LABEL IT

How to Create Trust with Tactical Empathy 49

CHAPTER 4 | BEWARE "YES"—MASTER "NO"

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

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

How to Gain the Permission to Persuade 96

CHAPTER 6 | BEND THEIR REALITY

How to Shape What Is Fair 113

CHAPTER 7 | CREATE THE ILLUSION OF CONTROL

How to Calibrate Questions to Transform Conflict into Collaboration 140

CHAPTER 8 | GUARANTEE EXECUTION

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

CHAPTER 9 BARGAIN HARD

How to Get Your Price 188

CHAPTER 10 | FIND THE BLACK SWAN

How to Create Breakthroughs by Revealing the Unknown Unknowns 213

Acknowledgments 247

Appendix: Prepare a Negotiation One Sheet 251

Notes 259

Index 263