



“Getting More”

by Stuart Diamond

About This Package

You will not find a summary of Stuart Diamond’s “Getting More” within these pages. Instead, we have created some basic overviews and tools to help you remember and more importantly put into practice the principles and strategies of the book.

One question we’re often asked is if a book is worth the time to read it. Let me assure you that if we go to the effort of creating this package of tools ... it’s worth it.

That said, here’s how we feel about “Getting More” ...

This book is excellent and a good read for most of the book. The concepts are important and Mr. Diamond is clearly a talented practitioner in the art of negotiation and “getting more”.

Our only issue with the book is that can tend to get tedious working through the numerous real life examples. You can either see that as a strength or a weakness, though. For me, personally, I hit a point where he would go into a new section of examples and I would think to myself, “Yeah, I know how these next set of examples will work out.” But the very fact that I had that thought meant that I was “getting it” and could see myself using the principles. Many of you will hit that point earlier than I did and some might hit it later. My suggestion is that if you find yourself in that spot ... skip the rest of that chapter and move on to the next idea. But make sure you really “get it” before moving on.

Aside from that, we feel this is an important book. The concepts are not “tricky” or deceptive at all. If everybody on the planet communicated with each other this way ... we’d all be in much better shape. So ... YES! ... you should read this book.

For more posts and information about “Getting More”, visit the book specific category on CuriousPursuit.com at ...

<http://www.curiouspursuit.com/category/book-tools/getting-more-by-stuart-diamond/>

To purchase the book go to ...

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Book Summary

"Getting More"

by Stuart Diamond

In a word: **Negotiate**

Learning unconventional and powerful negotiation strategies can get you more in business and life.



The Getting More™ Negotiation Model

12 Fundamental Strategies

1. Goals are paramount
2. It's about THEM!
3. Make emotional payments
4. Each Situation is different
5. Incremental is Best
6. Trade things you value unequally
7. Find and use their standards
8. Be transparent and constructive, not manipulative
9. Always communicate: state the obvious and frame the vision
10. Find the real problem and make it an opportunity
11. Embrace differences ... that's where the value lies
12. Prepare - make a list and practice with it

Quadrant 1 - Problems & Goals

1. What are your short vs. long term goals. Play long.
2. What is the REAL problem that needs to be solved.
3. Who are the critical 3rd parties/ decision makers.
4. Worst case scenario if no deal?
5. Seek to be the most prepared.

Quadrant 2 - Situation Analysis

6. Needs of each party. Rational, emotional, unequally valued.
7. Pictures in everybody's head. Role reversal, culture differences, etc.
8. Communication style/preferences.
9. What standards are in play?
10. Are your goals still realistic?

Quadrant 3 - Options

11. Brainstorm options, trades, links.
12. Be incremental.
13. Use 3rd parties: common enemies, influencers.
14. Frame it! Create vision, use questions.
15. Improve your alternatives ... 3rd party, power shift; use cautiously.

Quadrant 4 - Actions

16. What are the best options for all.
17. Who and how will deal be presented.
18. Process: agenda & deadlines.
19. Commitments & Completion incentives, mostly for them.
20. Next steps and actions for each party.

"Here's a new definition of competitiveness: your ability to meet your goals."

"First, be dispassionate; emotion destroys negotiations. You must force yourself to be calm.
Second, prepare, even for five seconds. Collect your thoughts.
Third, find the decision maker.
Fourth, focus on your goals, not on who is right.
Fifth, make human contact. People are almost everything in a negotiation.
And finally, acknowledge the other party's position and power, valuing them. If you do, they will often use their authority to help you achieve your goals.
These tools are often very subtle. But they are not magic."

"An analogy: If you are a .280 hitter in baseball, and you get one extra hit every nine games, you become a .310 hitter in baseball. And that is worth a spot in the Baseball Hall of Fame, and \$10 million more a year in compensation. All for one extra hit every thirty-six times at bat.
I'm not trying to hit home runs in negotiations. I'm trying to get one extra hit every nine games. It's a good lesson for negotiation, and a good lesson for life. A few incremental improvements and you will be fabulously more successful."

“Getting More”: Quotes

by Stuart Diamond

“If you are unsure of the relationship, don’t trust the other person. Don’t make yourself vulnerable to them. The right response to an untrustworthy person is not to be untrustworthy back. Why destroy your credibility just because they have destroyed theirs?”

“Now, you might think, “He’s asking to think outside the box.” I’m not. I’m saying, “There is no box.” There is only your ability to be creative, to think broadly about goals, needs, and the pictures in the heads of the other parties. In fact, the more broadly you think about needs that are not part of the deal, the more you can add value to the deal by making the entire pie larger.”

“Here’s a list of things to keep in mind ...

- If they have a lot more information than you do, you are vulnerable. Be incremental and don’t make commitments until you have more information or a lot of trust.
- Collect lots of information (“due diligence”) on them. Ask them for details. See if all information matches up. Check and test everything. Use trusted third parties to help.
- Do they evade your questions or change the subject? The more secretive they are, the more risk there is that they are hiding something.
- If it would be more profitable for them to cheat than be honest, change the incentives. For example, compensate them for performance (value) they provide over time.
- Don’t provide your assets (inventions, time, buildings) without explicit protections.
- Make guarantees of truthfulness part of any agreement. Tell them: “It will give me comfort and cost you nothing if what you say is true.” If they balk, watch out!
- Put in your agreement the consequences of breaking the agreement.
- Meet in person; it’s harder to hide things. In some cultures, many parties will not negotiate except in person, where the parties can observe each other.
- If you feel uncomfortable that something has been left unsaid, ask them, “Is there anything else I should know?”

“First, the moment you use raw power over someone, the relationship is usually over. People don’t want relationships with those who try to force them to do things against their will. Second, it sends the wrong message - one of tension, struggle and conflict. This is less profitable because people use their energy to defend themselves instead of building something. Third, the raw use of power prompts retribution, whether now or later, whether “malicious obedience” at work, or suicide bombers worldwide. Fourth, using power over reluctant subjects is expensive, as will be seen below. Finally, if it’s overused, you will often lose your power when others see it expressed.”

“Here are the basic components of effective communication: (1) always communicate, (2) listen and ask questions, (3) value, don’t blame them, (4) summarize often, (5) do role reversal, (6) be dispassionate, (7) articulate goals, (8) be firm without damaging the relationship, (9) look for small signals, (10) discuss perceptual differences, (11) find out how they make commitments, (12) consult before deciding, (13) focus on what you can control, and (14) avoid debating who is right.”



"Getting More"

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Wallet Cards

The following pages are meant to be printed, folded and stuck in your wallet or purse for regular and "always on" reference. You can even cut them out fold one direction and then laminate before folding and storing. This will serve a dual purpose, first it will lengthen the life of the card and second ... it's just plain cooler when they feel all "slicky" from the plastic!

The first card in this set is a general reference card with the primary model, fundamentals and a few important quotes.

The other cards are for specific situations and times such as "Travel" or "Kids & Parents". Print these out and use them as needed.

The more you refer back to these wallet cards, the more the concepts and ideas contained in "Getting More" will sink in and be useful to you. As Stuart Diamond mentions in his book, these ideas should become a natural part of your daily interactions. In so becoming, you will begin to get more and see your life improve in ways you don't even intend at this point.

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"First, be dispassionate; emotion destroys negotiations. You must force yourself to be calm.
 Second, prepare, even for five seconds. Collect your thoughts.
 Third, find the decision maker.
 Fourth, focus on your goals, not on who is right.
 Fifth, make human contact. People are almost everything in a negotiation.
 And finally, acknowledge the other party's position and power, valuing them. If you do, they will often use their authority to help you achieve your goals.
 These tools are often very subtle. But they are not magic."

12 Fundamental Strategies

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The Getting More™ Negotiation Model

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Travel

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- > Use standards & exceptions (funerals, hospitalizations, special occasions)
- > Seek discounts regularly, it's expected in the industry.
- > Travel professionals have a great deal of flexibility.
- > Develop a relationship first.
- > Focus on **THEIR NEEDS**, they are usually treated poorly (offer to write a glowing letter to their supervisor)
- > Details are very important, layout the problem and "frame" it in their own companies standards.
- > Be prepared: look at hotel/airline/etc. websites before your trip.

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@Work

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- > Build relationships across entire organization from the start.
- > Get in the head of the other person. Discover their perceptions.
- > Focus on **THEIR NEEDS**. Taylor approach to them.
- > Be incremental to reduce risk
- > Use the organization's standards - carefully. This is hard bargaining.
- > Trade items of unequal value. Corner office for mobility?
- > Engage powerful 3rd parties in pursuit of your goals.

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Marketplace

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- > Use standards (customer service, for example).
- > "Frame it": ask a question that illuminates their standards for them.
- > Make a personal connection and figure out their needs.
- > Use trading & linkages - your loyalty/recommend for a discount.
- > Reduce their risk.
- > Ask for discounts out of ear shot of other customers.
- > Be creative in your proposals.

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Relationships

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- > Make emotional payments.
- > Be incremental to reduce risk
- > Use common enemies.
- > Look to trade things of unequal value (eg: football for footrub).
- > Really know them and know what is inside their head.
- > Standards can be used, but be careful (it's aggressive).
- > Emotions easily cloud goals of both parties. Beware of your own, listen to theirs (emotional payments).
- > 3rd party mediation can be useful with particularly difficult issues.
- > Trust is critical.

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- > Give the child "power" and respect.
- > Help the child feel secure.
- > It is easy to trade items of unequal value with kids.
- > Get in their head - what do they REALLY want. Do a role reversal.
- > Be incremental with "change"
- > Clearly define your goals. Hold to them.
- > Ask questions; a lot of them and then listen.
- > Reward correct behavior; but let the child in on the process.
- > Use humor.
- > Force ALWAYS undermines long term goals.

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Negotiation Worksheet



What are your goals (particularly long term)?

What is the real problem that needs to be solved?

Are there any critical 3rd parties that might need to be brought in? Are you talking to the actual decision makers?

What is the “worst case scenario” if the deal doesn’t happen? Take the emotion out of the negotiation beforehand.

In what ways can you fully prepare for this negotiation? What sources need to be gathered? What information will make you more prepared than the other side?

What are the needs of each party? Can you identify them all ... rational vs. irrational, emotional vs. logical, etc.? Are there any needs on opposite sides that can be paired with unequal value?

What are the pictures in everybody's heads? Would a role reversal help discover them? Are there cultural differences?



What is the communication style and preference of the other party? Does it match with your own? Should somebody else be brought in to better match?

After all of the previous questions ... are your goals still realistic?

Spend some time brainstorming options, trades, links, creative ideas, etc. What did you come up with?

Is it time to call in powerful 3rd parties? Are there any common enemies you could use to build a relationship?

Frame it! Use questions to create a vision that matches your goals. What are some good questions?

Can you improve your alternatives in the event you can't fully meet your goals? Can you shift power using a 3rd party (be cautious with this one)?



What are the best options for everybody at the table? Can you see it? Maybe you should go back to the start if not.

Who and how will the deal be presented? Are you really the best one to do it? Have you created a good environment?

Process: Don't forget to create the agenda. Do you have ideas for deadlines, etc.?

How will you establish commitment and completion incentives for the other party? Remember, "trust, but verify".

What are the next steps and actions that each party will need to take to fulfill the negotiated deal?