

Chris Voss 00:00

I don't remember using it before.

Jacob Morgan 00:03

Okay, so the only thing we will recite is when we're done just don't hang up right away. Because it's going to upload your audio and video so that I can download it.

Chris Voss 00:13

Okay, very good. I will. I will do that. Why?

Jacob Morgan 00:18

And then the other thing so since we do this, we do like some promos before the podcast comes out. So before we start, can you just say your name, your title or you know the book and then just say you are listening to leading the future of work with Jacob Morgan.

Chris Voss 00:36

Leading the future of work with Jacob Morgan, you want me to take a crack at that? Yeah, it's

Jacob Morgan 00:41

recording. So whenever you want to go.

Chris Voss 00:43

My name is Chris Voss. I'm the author of never split the difference, negotiating as if your life depended on it and CEO of The Black Swan group. And you are listening to Jacob

Jacob Morgan 00:59

leading the future of work with Jacob Morgan. Sorry, no, that's all good. I kind of surprised you that I didn't expect I didn't expect it to go on the first try.

Chris Voss 01:29

I'm Chris Voss, the author of never split the difference negotiating as if your life depended on it. And the CEO of The Black Swan group. And you are listening to leading the future of work with Jacob Morgan.

Jacob Morgan 01:45

Perfect.

Chris Voss 01:47

Ideally, you guys can edit out that me looking down on my notes. Yeah,

Jacob Morgan 01:52

we can do whatever. Alright, cool. So unless you have any questions for me, I'll jump into the questions I have for you if that works. Let's go for it. All right. And then how do you prefer to be introduced? You go by Chris Voss, do you go by Christopher Voss, Chris Voss, Chris Voss. Okay. All right, Chris, thank you for joining me today. Really, really excited to speak with you.

Chris Voss 02:19

Thanks, Jacob. I'm happy to be here. So

Jacob Morgan 02:22

to get started, why don't you give people just a little bit of background information about you? I mean, you have a very interesting profession. I think, the only hostage negotiation negotiator I've ever talked to. How did you get involved in this space?

Chris Voss 02:38

Yeah, well, I was an FBI agent, became an FBI hostage negotiator, then became the FBI, lead international kidnapping negotiator. And then just thought that the ideas were crazy enough to work in real life. So started teaching business negotiations after I left the FBI, in a couple of business school programs. Georgetown, USC University of Southern California primarily, and wrote a book never split the difference and find it turns out stuff works really well.

Jacob Morgan 03:11

Yeah, I mean, I couldn't believe when I was looking at the book, how many reviews ahead? I mean, 20,000 plus reviews on Amazon, which is more than you know, it's more than like, fictional books that are out there. So I mean, the book really, really has resonated with so many people. How did you get to become a hostage negotiator? Is this something that you knew you always wanted to do?

Chris Voss 03:35

Now completely fell out of the sky, like most of the cool things in life really fall out of the sky? Like originally, I didn't. I didn't even think about being an FBI agent want to be a cop? Couple circumstances lined up. I get interested in federal law enforcement. At the time, the FBI was hiring. I put in with the FBI was on the SWAT team. SWAT team, FBI, Pittsburgh, which I liked crisis response, I like decision making the thing about a crisis response is you got to figure out what's going on. You got to you got to make a decision. You know, John F. Kennedy said a long time ago, comfortable inaction, the risks and costs of comfortable inaction. In daily life comfortable inaction is a problem. So, but I was on the SWAT team, tried out for the FBI's version of the Navy SEALs reinjure my knee, we had negotiators. I thought I could do that. How hard could it be? You know, they talk to terrorists talk. And then I dove into it and found out it was way more in depth. You know, the application of emotional intelligence which I didn't realize at the time, that's what we were doing. It was just emotional intelligence. And that's kind of how I got into it.

Jacob Morgan 04:53

So what is a hostage negotiation negotiator. Eventually we'll be able to say this correctly. Well, What does a hostage negotiator actually do? And can you talk a little bit about what that training was like? Because, I mean, being taught to negotiate with, with terrorists, and you know, these types of people seems like a pretty, pretty intense job.

Chris Voss 05:16

Yeah, well, you fall to your highest level of preparation is what it boils down to. A hostage negotiator is confronted with either contained situation, which is bad guys, and a bank, or an uncontained situation, which is kidnapping, you know, kind of self definitional terms contains situation bank and a bank, hostage negotiators, the ultimate cold calling salesman. And I'm doing a cold call to somebody who doesn't really want to talk to me, and who's not particularly interested in what I'm selling. Because I'm selling jail time, you know, and they're buying. Now not because of leverage, people don't buy because of leverage, you know, there's tremendous misunderstanding of leverage, which actually was the misunderstanding in law enforcement, because we thought, well, we got the leverage we get, we get guns, we got lots of guys with guns, we're gonna do is show up around the house and show our leverage. The other side will say, Oh, you got to leverage him coming out, not the case. We found out that leverage without emotional intelligence is going to go bad. Yeah. Bob Maruka. And interestingly enough, wrote a book Beyond winning bout and the title of his chapter chapter two, the best chapter on empathy I've ever read better than what's in never split the difference. Highly recommend chapter two, at least in my new Cohen's book, beyond winning, called the tension between empathy and assertiveness which is like you know, designed to Lou you're in because what he says is you need empathy to be assertive. Emotional Intelligence before leverage. So that's a contain bad guy in a bank bag in a house. Kidnapping on the other side, is by side not sell side. You know, you're buying. That was the hardest thing for me to wrap my mind around initially, because I was horrified when I realized that it was a commodity exchange and commodity with human beings. I really had a tough time dealing with that. But then that's a follow one key for any negotiation. It doesn't matter how you feel about it, it matters how they feel about it. Kidnapping by side, good guys side horrifying, bad guy said the other day work. Yeah. Right sushi in their world.

Jacob Morgan 07:45

Si Si, your cold calling. So basically, they pick up the phone, you know, the terrorists and they say hello. Hi, I'm Chris Voss, a negotiator with the FBI. I mean, is that how the cold call starts off?

Chris Voss 08:01

You're pretty close, actually. Because you it's actually you, it should be done the same way good business goal call starts. So what I really want to say when he answers the phone, is I'm gonna say Hi, I'm Chris. And nothing more. Because to get a relationship established with people, you don't need to know their name, they need to know your name. And so you start off by saying like, Hi, I'm Chris. If so, if somebody and this is probably the most cold callers doing business today, like if you get a phone call, first of all from a number that you don't recognize, if you pick it up anyway. If the person says Hi, can I speak to Jacob? None of your friends say that. Yeah. Every cold caller says that. Right off the bat. They're telling you they're cold callers. They want to sell you something you are already turning them off. So if I if I'm you know, with clean water systems, if I were to say Hi, I'm Chris. I'm here to talk to you about cold water systems. You might actually listening you're not turned off. Like when I get a cold call now. i They're so embarrassed that it's a sales call or a cold call that when they say Hi, can I speak to Chris Voss and I'll say is this a sales call? And there'll be this really long silence on the other end of the phone. So I mean, people just starting off bad. Hi, I'm Chris. I'm here to talk to you about coming out. Or you know the really the really great one. Are you okay? Is great hostage negotiators. Introduction. Hi, I'm Chris. Are you okay? Now that's not the same as How are you today? Those are two different things. Yeah. And a lot a lot of cold calls, say hey, how are you? Like, you know, what is the end of my

day? You call me a five o'clock my time. You call me from an unlisted number, which is already got my guard up? How do you think my day is right now? The very well intentioned, how are you today? Unfortunately, makes the person asking it seem oblivious.

Jacob Morgan 10:34

Yeah. Yeah. No, I agree. I get those phone calls all the time, and it's driving me nuts. But you know, when you're calling these people, you know, you're dealing with terrorists with a lot of scary people out there. They know why you're calling right. They know that your job is to negotiate them to come in and to release a hostage. So why do they talk to you? If they know that that's what you're trying to do? Why don't they just not pick up the phone and just say, like, Eff you, Chris, nothing happening?

Chris Voss 11:05

Yeah, well. They want to see what if there's a way out. They want to see if there's a path. You know, and you bring up actually a really good point, because the first key issue in hostage negotiations, is despite the circumstances will they pick up the phone? If they pick up the phone, they're opening themselves to being tugged out. Now, that was one thing that we had to come to grips with in hostage negotiation, which is actually also a prominent business negotiation. Hostage negotiators successful 93% of the time, that means 7% of the time, they're not coming out. Yeah. And we got to learn to recognize that in the first few minutes. And the first issue is, are they going to answer the phone? Because if they're not coming out, and there are hostages inside, when we find out the really hard way is the hostages are in immediate danger. Now business negotiations, we've got there's a book called I think it's the sales book, the challenger sale. And in the Challenger sale, it says that 20% of the time when a customer engages with you, they have no intention of making the deal with you. Or either due diligence, your free consulting, or your competing bid. Interesting. And that and we've actually we call it proof of life the favor to the fool. Or if you don't know who the Fool in the game, who is it? Jus now, in the Challenger sale, in order to pull this data, what they basically said was for business people, essentially, how often do you lie to somebody about that you're gonna make a deal with? And they admitted that 20% of the time, no, people do not exaggerate how much they lie, they minimize it. So, you know, this is the future of work today. Right? know, how, if you just eliminated the 20% of the conversations that you had, where they were never gonna make a deal with you at all? What's your automatic pay raise? Yeah, probably sounds crazy, right? Yeah. Yeah. You don't even have to be better. You just have to stop talking to people that aren't gonna they're not going to do business with you. Now, and point of fact, we think that number is a lot higher than 20%.

Jacob Morgan 13:47

Yeah. And I wouldn't be surprised. But is there a difference when you're negotiate? You know, like, they actually have things called negotiations, like, we're going to negotiate to a negotiation, we're going to the negotiation table. But sometimes you're negotiating and it's like, maybe one party doesn't know that they're in a negotiation that kind of just get brought in there. I find that I get stuck in some of those sometimes, like, it's one thing where, you know, you're both negotiating. And then it's another thing where you're kind of like, wait a minute, how did I end up in a negotiation? Here? Are there are there techniques that you use to kind of like pull people in?

Chris Voss 14:29

Yeah, short answer is yes. Now, how do you know if you're in a negotiation?

Jacob Morgan 14:35

Yeah. Because I mean, any conversation can sometimes feel like a negotiation you would with kids with I mean, you do speaking right with a speaker with a company who's trying to book you with, you know, so many different things.

Chris Voss 14:50

Yeah, exactly. And most people think during negotiation when they start discussing specific terms of exchange, yeah. And they usually only recognize it When they are discussing money, but the exchange began when you started exchanging time. Because time is a commodity time is your most precious commodity. So the most dangerous negotiation is the one you don't know your rent. For the longest time, like I didn't see this, I gotta tell you, I didn't see this for the longest time because we used to always say, how do you know if you're in a negotiation? If the words I want or I need, or is in your head or crossing your lips, I need I need a few minutes of your time. If the words I need are crossing your lips, you in a negotiation. I want I want a meeting. I need I need a I needed a grande decaf latte with pumpkin spice. It's quite a dream. If that's you, if that's your definition, then you're in a negotiation. Now, we've always sort of struggle back and forth. And what's the difference between sales and negotiation. And I realized that was saying it for years without actually coming out saying it because when I got to blurry line sales is trying to get the words I want or I need in your head. And as soon as I want or I needs in your head, you enter negotiation. I need I need I need collaboration on this topic. I need us to work together, I need us to agree on a system that we're going to run the company with. You're in a negotiation. So really, if you're if I need some information, you're gonna negotiation. So the idea is, if you're gathering information and you're trying to establish relationship of influence, you're in a negotiation. What's been started maturely.

Jacob Morgan 16:40

What's been the worst negotiation you've ever had?

Chris Voss 16:43

Wow, you know, I'm hot button issues with people who are close to me. Now redundant behaviors past wounds, politics, politics, you know, everybody gets emotional. Yeah. Or, you know, if you're alive or emotional. But, you know, you're when when the negativity when the amygdala kicks into gear and the mid one of our coaches that God uses called the amygdala, the squid, and when squid gets scared, it squirts ink everywhere. And or an octopus, you know, usual ologists if I got it wrong, or zoologists you know, there is no zoo and zoology right?

Jacob Morgan 17:26

So even you right, because somebody would say I will Christmas when every negotiation like he must win every conversation. So even for you sometimes, like with all your experience and all your background, if you're talking about a particular issue with somebody who's close to you, a negotiation can fail. So it doesn't mean there's like 100% success rate for everything.

Chris Voss 17:46

Yeah, exactly. Right. Exactly. Right. And, and actually, that's a tremendous relief for everybody. Because my former boss and crisis negotiation unit, Gary and Esther used to always say, this is the best chance of success. And it's a phrase that I've adopted adopted the best chance of success, by definition, that's not a guaranteed chance of success, which means you will fail. The issue is, how do you bring up your win rate?

Jacob Morgan 18:16

Yeah, never going to be 100%. So now you work with a lot of business leaders. And I feel like when most people think of negotiation, they obviously they think of sales, right? That's the most common, you know, closing deals and stuff like that, fortunately,

Chris Voss 18:28

yeah, yeah.

Jacob Morgan 18:29

So besides the sales aspect, why else are leaders coming to you? What are they trying to figure out how to negotiate what do they want your help with?

Chris Voss 18:41

If they're top performers, which by definition means they're in the minority, we refer to them as the top 1%. They're coming to us for coaching and everything. You know, and, you know, this book behind me right here, ego authority and failures written by the guy I mentioned earlier, they're gone. Applying tactical empathy to leadership. So, you know, we have a small clientele that we coach directly, they'll come to us on a specific deal. And then they find that negotiation is a perishable skill. So they typically sign up for routine coaching, to keep their skill level high. So that you know, and then we get everything. We get insurance, sales settlements, we get mergers and acquisitions. We get internal problems. We hit salary negotiations, either end, job negotiations, whether you employ your employee because it's still in negotiation. We don't do divorce. Some people say I'm doing a divorce like that. If you're in a divorce, you've got the SWAT SWAT teams already engaged. We say in hostage negotiations, you can't negotiate a riot or a gunfight Yeah, what does that mean, when the tactical people are already deployed? Hostage negotiators are no longer involved. So if you if you've kicked your lawyers into gear, then your lawyer, your lawyers, it's a you know, we're not coaching you in that negotiation.

Jacob Morgan 20:20

If you're a leader at a company, and you're trying to get your employees to do something, I mean this, I hear this a lot, right? How do I get employees to buy into the vision? How do I get employees to be more innovative? How do I get employees to do you know, XYZ? Is anytime something like that happens is that negotiation already for the leader, because a lot of leaders might be thinking, why, like, I'm your boss, I tell you what to do, you should go do it. It's not a negotiation. It's just, you know, me telling you what to do. But I suspect that part of getting employees to buy into and do something that you know, your your vision to buy into that. I suspect there's a lot of negotiation that has to go into it.

Chris Voss 21:00

Yeah, well, if telling people what to do work, then that question wouldn't be asked. Yeah, you know, and the so buy into the vision, first of all, show me understand where they're coming from first. Like, effectively, it's what the black swan method teaches is the accusations on it. Company, we're coaching in negotiations, medical related field owns a bunch of hospitals a couple of years ago, they see us trying to take a new direction, the rank and file thanks guys out of his mind. So he calls an all company meeting required attendance, they think they're gonna get the Read, read the riot act. He starts out with an accusations audit. You guys think I'm out of touch? You guys think I'm out of my mind. You guys think I'm not listening to you. And he went through the litany of things that all the employees were saying. And they started listening. He showed him he understood. You know, it's the real meaning of coveys thing before seek first understand then be understood. Seek first to show understanding, in order to be understood. And the real issue is, it's not enough to understand that step one, like hope is not a strategy, hope isn't an addict. Hope is in the inadequate strategy. You can't engage in any strategy without being hopeful to some degree that it'll work out. So it's not that hope is not a strategy. It's hopes not enough of a strategy. Understanding is not enough. It's a first step. Yeah. Then you gotta you got to articulate how you think people see things. And then their mind opens up and they're shocked. And then they list.

Jacob Morgan 23:00

Yeah, I like that approach. It actually reminds me of was talking to the CEO of American Airlines on this podcast of a while ago. And he was telling me this story about I think it was in the 90s, the former CEO of Continental Airlines, basically, the company was going in trouble. And he basically just sent out an email to his entire company, said, Pray for the company. And that's it. And I was talking to the CEO of American Airlines. And he's like, you know, there's a difference between vulnerability and leadership. And what the CEO of Continental Airlines did at that point is he was vulnerable, but he didn't show any leadership. In other words, just telling people to pray and hope. It's important to have that hope and optimism as leader, but you also need to show direction, you can't just tell everybody, I don't know what I'm doing. Our best option is just pray, and hopefully the company will get through it. So it kind of reminds me a lot of what you're saying there too.

Chris Voss 23:50

Yeah, there would be a second step there. Yeah. I failed to engage the second step.

Jacob Morgan 23:57

Yeah. You talk a lot about emotional intelligence. And I don't know if most people listening and watching would immediately associate emotional intelligence with negotiation because a lot of people might think it's just about techniques and tricks. In arguments, yeah. And arguments and how to frame and reframe things. What role does emotional intelligence play and obviously emotional intelligence can mean a lot of things. You talked about empathy earlier. So what exactly is emotional intelligence and any stories or examples of how that played into any negotiations that you've done?

Chris Voss 24:33

Yeah, motional intelligence is a deal making accelerator. I mean, one of the companies we coached when I was when I was doing some training for them, they said the only thing that affects the deal timelines are relationships. Oh, yeah. So how do relationships affect deal timelines? The if there's a

bad relationship It extends it does a good relationship it accelerates. Now you're talking about emotional intelligence. And a real phrase is emotional intelligence accelerates deal timelines, or lack of emotional intelligence lengthens them. Now you start looking at from very mercenary point of view, you know, I like to say, if a technique works for missionaries and mercenaries use it. And both missionaries and mercenaries use emotional intelligence for very different reasons. Mercenaries use it because it works. Missionaries use it, because it's actually good for people creates long lasting, productive relationships. The other thing too, and this a guy that's not really known for motional intelligence, Mark Cuban, you know, you when you look up emotional intelligence and addiction and you don't expect to see Mark Cuban's face and he gets on Shark Tank he's portrayed, the other sharks like to call him a bully. Now, I do not believe that he's a bully in any way, shape, or form. I think that's completely the opposite. It's true. I interview him on a social media app, some months ago fireside, which he and I both have a financial stake in. Hence, you're gonna get both of us to talk to each other on app. But he was talking about his deal making and he says, you know, initial deals. It basically likes to develop rapport and an understanding of the other side, and a demonstration of that understanding. Because once he does it in the first deal, then every deal afterwards accelerates. And he can make his deal velocity with those people increases. Now he's got a pretty decent track record. Yeah. So emotional intelligence accelerates your dealmaking ability like that.

Jacob Morgan 26:57

Motion intelligence accelerates your dealmaking ability? How have you used it in negotiating? Do any stories come to mind where you had to use emotional intelligence to negotiate something?

Chris Voss 27:10

Constantly, I mean, and it's got to be it's a it's a routine part of my day, because it's a perishable skill. And, and I'm not negotiating complicated deals enough, like anywhere near as much as members of my team are, like baby Johnson is our Director of Business Development. And she's negotiating every day and her negotiation abilities on any given day is really high, cuz she's doing a morning but else's. But you know, if I, if I call it the negatives, like, you're not, you're not going to I say, you're not going to want to hear what I have to say. I go to, I negotiate whenever I go into a hotel, for a free upgrade to a suite. Now, the issue is, if they have it, they don't always have if they don't have sweet, I wonder what they have? What's the emotional intelligence approach to begin with? Calling out the elephant room, what's the elephant a room if I want something for free? That I'm cheap. Yeah. So and that, that I'm ungrateful and lazy. And, you know, so that's how I start. My hotel upgrade starts out with like, look, and if I'm cheap, ungrateful and lazy, the interaction with me is gonna be horrible. So I'll call out that I'll start off by saying like, look, I'm getting ready to ruin your day. I'm gonna I'm getting ready to look cheap, ungrateful, lazy. And I'm slowly moving them to the place where when I asked for my upgrade, if they don't have it, they're gonna offer me something else.

Jacob Morgan 28:53

So you actually say that when you walk in boughs and present, say, Look, I'm gonna ruin your day. It might sound cheap. I might sound whatever.

Chris Voss 29:02

No, no, I'm not I might. I'm going to ah, because the other thing too is empathy is about what the impact the other side it has on the other side, how they see it. Yeah. And then, you know, I know. I know. That as soon as I started asking for something for free. It's not that I might seem cheap. I do seem cheap. So I say it. You know, because then you look fearless in the negotiations, calling out the negatives in advance. The accusations audit is probably the single most powerful strategy and a black swan method. And when we're coaching that's what unwinds more negotiations faster than anything else because there's there's a composition of the most Little circuitry in the brain. And that composition is layman's estimation, not in neuroscience estimation, the layman's explanation 75% Negative. And we're finding that playing out in practice. So I'm not a scientist, you know, but I am a very well practiced layman, with a lot of qualitative data behind our experience to show that this works.

Jacob Morgan 30:27

It's kind of like self being self deprecating, right.

Chris Voss 30:31

Now you're catching on. That's exactly right. And you find a people that are self deprecating. Get people to deal with them in a delighted fashion very quickly, because then they, they combine both calling out the negatives with a humorous and likeable approach, which is ridiculously powerful. One, two punch.

Jacob Morgan 30:56

How much of this so I'm working on a book that's going to come out next year, and it's looking at vulnerability and leadership. So I'm always really, really interested in the vulnerability aspect. Does vulnerability play a role in being an effective negotiator? It seems like it's kind of related to being self deprecating, but I don't know. Maybe you can tell me if there's a place for that at all.

Chris Voss 31:17

Yeah, you know, it's the eye of the beholder. Like, I'm not attracted to the world vulnerability at all. Yeah, because of my type. We believe there's one to three conflict types, fight flight, make friends. I'm a natural born fight. assertive. The world splits up evenly into thirds. A third of us out there are natural born, fighters Natural Born assertive, Donald Trump is a natural born assertive, he's a well known poster child for asserts one in three. Black Swan group has lots of reasons to believe that is a global percentage, one and three. So I don't love the word vulnerability. However, I'll be self deprecating. I'll be honest. So that's in the eye of the beholder? I seem like I'm being vulnerable to you, to me, I'm just being honest. Yeah, I'm worried about this. I'm concerned. So I think vulnerability is a great thing to be discussing. And people should be vulnerable.

Jacob Morgan 32:26

Yeah, there are a lot of different ways that people use to talk about vulnerability. That's one of the one of the interesting things I'm finding from interviewing a lot of CEOs, they all have different definitions of what vulnerability means. It's not like, you know, one size fits all for everyone. Earlier, you talking about this idea of kind of reading a room and paying attention? If for for leaders, actually, for anybody? What are some of the things that you look for when you're trying to read a room and to kind of gauge you know, you walk into a room and you're immediately trying to gauge the feel of like, this is going to be

friendly? Is this going to be hostile? Do I have a chance not have a chance to what are some of the things that you pay attention to?

Chris Voss 33:07

Well, one of our clients once said to us, one time gather data with your eyes. Like, if you're willing to read the look on somebody's face, the look on her face is a direct reflection of what's going on in their brain. Like not, not what you want to have going on in your brain, but what is going on in your brain. You look at somebody and say, you know, it looks like your thoughts are far away. You look concerned, you look like you're having a pretty good day. You know, you can call, you know, start reading genuinely just reading we've seen on people's facial expressions and body language is a lot of good, accurate information. If some if somebody's got a complete poker face, I look like you guys. You know, how do you make the observation? How do you say you say it as an accusation? You say it as an observation. You say it with an understanding tone of voice, you know, start reading the room, and then actually paying attention and adapting to what the Read is. It sports analogies are tough, because it depends on whether or not somebody plays a sport. But like you got to you got to read whatever sport you like, when the sport is live. You got to read what's actually going on, and compare it to what you plan for. And then adapt your plan in the moment.

Jacob Morgan 34:41

Yeah. I'm curious. I talked to a CEO fairly recently, and she was saying she was going into a big negotiation, you know, a big deal. And before she went in there, members of her team were like, you gotta go in there. You got to be aggressive. You got to be assertive, and that wasn't her personality. And so everyone was just telling You're gonna this negotiation and get ready to like, you know, rip people's heads off. So she goes into this negotiation, she tries to be assertive, she tries to be, you know, more confrontational. And she's just noticing that it's like not resonating with anybody in there, since she goes back to being her normal self of, you know, more collaborative, and, you know, more and more caring, and all of a sudden, you know, her true self really started to resonate with people. So I'm curious for negotiation, how much of it is being you versus how much of it is kind of like, you know, becoming something before you go into the negotiation, because we hear all sorts of different stories, right? Before you go talk to somebody, you got to be like this, you gotta be like that. Don't do this. Don't do that. And oftentimes, even if you're interviewing for a job, you start to think about all these things and rules, and then you're not you anymore. And it just, it just doesn't connect with anybody.

Chris Voss 35:57

Well, let's split that up into two parts, because I want to go after the advice at the beginning. And then I want to talk about what you should do what you where you took this. So the advice to begin with, there's kind of two rules in reference to advice that I that I live by never take never take advice from somebody wouldn't trade places with. Never take direction from somebody who hasn't been where you go. Based on your description of the CEO, somebody who's advising her to be aggressive, it doesn't I don't know that she would have take trade places with that person. Yeah. You know, is, where's the advice come does a person who I'm talking to have good advice for this circumstance? Which is completely separate from whether or not they're on my side? Like your parents are on your side? But is their advice accurate? Yeah. You know, so I'm very leery of that advice to begin with. I'd really want to know like, Who gave you that advice? It sounds most likely, but not absolutely, necessarily, is a man's

advice. And if it's a man's advice, do you want to be like them? Let's go back to Shark Tank. Kevin Leary's very successful guy out don't want to be Kevin O'Leary. So and he and I both spoken at the same events and Kevin, I've heard him say, you know, good negotiations when both sides are unhappy. To me that sounds like a recipe for eventually crash and burn. You know, I don't want that I don't I don't want I don't want to negotiate with you where you're unhappy. So you know what I take what I take Kevin's advice and in negotiation. Now the other if they're five sharks you're there for I liked the way they handled themselves. And I you know, I've met and directly had conversations with Laurie Grenier is the only one that I haven't talked to either met in person or talked to. I liked the advice that they gave. So who's given me the advice to begin with? Think about who's giving you advice? And the second part, do you sacrifice yourself? I told the three types fight flight make friends. Each one brings something to the table in negotiations. So no matter which type you are, fight, flight or make friends. You've got a natural attribute that's a great advantage in negotiations. I would coach you to keep that I would, I would coach you to lurk. Look for the complementary attributes from the other side. The fight type person is naturally aggressive and assertive. I would want you to you got to assert for your own best interest just don't do it in an aggressive fashion. You know, the Accommodator that make friends person very likeable. You can be assertive and likeable simultaneously. The flight guy or gal very analytical really likes to think things through you should give some some degree of thought to the next two or three moves in a negotiation. You put all three together take your natural skills, beat that are yourself that enhance your dealmaking. I mean, really enhance long term successful relationships. What enhances that? Take what you are add what the other side, other two people have the complement your skills.

Jacob Morgan 39:43

Yeah, like that approach. Focus on your strengths and then kind of adapt to it seems like you have to be a chameleon in some respects, of staying true to yourself, but sometimes you got to just put on a touch of of color to blend into the To the surroundings that you're a part of too.

Chris Voss 40:03

You know, that's an interesting question. Because we don't coach in authenticity, we want you to be authentic, we want you to be honest. Yeah. Now the question then a little bit becomes, is it you? Or is it something you learned? It's probably learned behavior. So then, are you being a chameleon? Or are you simply learning and getting better? Are you discarding behaviors that you've learned that don't serve us? Well, in favor of behaviors that you can learn? It serves you better? Yeah, that becomes a very confusing issue for many people, they get too wedded to behavior that's learned, when in fact, they say I just me being me. It's a learned behavior, which means you can learn another

Jacob Morgan 40:51

one. Yeah, no good point. I'm sure a lot of people are kind of wanting to learn about maybe some techniques or things they they can put into practice in everyday life. So what are some of your favorite techniques that you use? Or that leaders can use for negotiation? I know you have quite a few that you go over. But maybe if you have your, your your top three, something that we can start to implement right away, what? What would be your top three?

Chris Voss 41:20

Yeah, well, you know, I'll do read the other person's emotions and hang a label on it. Right off the bat. Looks like you're having a tough day. And the great thing about being inaccurate is you get a great correction, and then you get even more accurate.

Jacob Morgan 41:37

So actually calling out that. So what if it's weird? So for example, you know, I've had people say this to me, right? Like, you know, people that I'm just meeting they say, Wow, Jacob, you look tired. In my mind, I'm like, fu I'm not tired. I'm, you know, like you get you get upset when people call out something that might be negative of you. Or they say, you know, you look like you're having a tough time. And you're like, you son of a right. You don't always want somebody to say that about you. So how do you balance that? Because you say caught out the motion? What if it's something the other person doesn't want to hear?

Chris Voss 42:13

That's a great question. Because there's a real fine line there. So if you looked tired to me, I probably say tough day. And I'd say just like that. And is that a genuine read to begin with? Yeah. And then I am, I'm willing to be corrected. And that's a great question. Are you know, how are you teeing it up to the other person? And then if somebody and then am I willing to learn and adapt? Alright, so I made I made the mistake of saying to Jacob, you look tired. And it was an instantaneous negative reaction. Yeah. So now I'm going to question whether or not I want to use the label, you look tired again. And secondly, I'm also going to adapt in a moment. Like, if I say, you look tired, and that impacts you negatively. You're going to show me yep. And so then I gotta, I gotta go, I got well, I guess I stuck my foot, my mouth was that one. And then you're gonna appreciate the fact that I want to get it right, that I'm actually paying attention that I'm not so certain in my initial read that I'm going to, I'm going to continue plowing ahead with it.

Jacob Morgan 43:30

So it's not just calling out the emotion, but you have to know how to call it out in a way that will connect with the other person. And instead of the other person getting upset, they'll say, oh, wow, like, Chris sees me. And that's great. Instead of like, wow, Chris is really just, you know, He's insulting me. I can't believe you would say that. So you got to call it out in a connecting way.

Chris Voss 43:54

Yeah. And, and then it's an ongoing dance, if you will. It's a little bit like, What's that old phrase? You gotta be Ginger Rogers? Yeah. Ginger Rogers that everything Fred Astaire did only she did it backwards and in heels, which meant her job was hard. And a little bit you want to be genuine Ginger Rogers in your negotiations? Because it's tougher to continue to adapt. But if you can, that means you're developing mastery.

Jacob Morgan 44:25

Yeah. Yeah, I like that approach. Okay, so, so call out V. V motion. And what does that do? So does that create an immediate, if done correctly, it creates an immediate, I guess, bond or connection with the other person?

Chris Voss 44:41

Yeah, I mean, because No, nobody's used you know, people used to how are you today? Yeah,

Jacob Morgan 44:45

I'm good. How are you? Yeah.

Chris Voss 44:47

And then at best see light Arts on the day. You look tired. If somebody said how are you today? First of all, their tone of voice is going to betray their agenda. Hey, how are you today? Which is really like I got stuff I want to say. And I want to make sure that you're ready to listen. Show or, you know, how often does somebody say How are you, they really want to know, they're actually trying to get to what they want to say, two out of three times, they don't want to know. Now, let's say they said, How are you today? And you reacted with cheese? Not again. Now they read now they're paying attention. Or if you go fine, how are you? You know, you throw it right back. That's this meaningless conversation that goes goes on every day, as opposed to actually somebody actually paying attention to, like, people are shocked when you're actually paying attention.

Jacob Morgan 45:41

Yeah. Alright. So I like that technique. What's another one that you like?

Chris Voss 45:47

Well, so then what's the circumstance dictates is going on before I walk in the door? What do I mean by that? You got a problem with a company, and you call and you get customer service? And you say, how are you today? Our customer service people take feedings routinely from unhappy customers. Yep. Now, are you actually surprised that the caller before them, beat them over complaint? Would you actually be shocked and surprised that they are battered children in customer service. And they think that they're the most brutalized people. So if I call customer service, I might say something like, You got to beat a hardest working person in your company, you get paid to take a beating on a regular basis from an unhappy customers, they're going to call in for something you had nothing to do with. And they're going to blame you personally. And they're going to scream at you and call you names. Because you're unable to fix the screw up that the salespeople created. I have had customer service reps start laughing with the light. When I've said you know what's really going on in their world right now? Are they surprised that I have a complaint? Are they surprised that I want something for free? Are they are they battered children on the other side? So if you take a step back from any given conversation, and begin to make an emotional intelligence prediction on what's going on with the other side, and then lead with that, as opposed to how are you today? Like, how do you think somebody in customer service actually is based on the nature of their job, you will have a vastly different conversation with that person, if you start out with your read of the situation, even before they've picked up the phone, even before they said a

Jacob Morgan 47:48

word. It seems like a lot of the techniques and a lot of what we talked about is it's kind of bringing things to the surface, right? It's not keeping things down. Like you call out the emotion. You imagine how the other person's feeling you're kind of like unearthing what's actually going on instead of just assuming

and trying to play trickery and you know, play games here and there. In going back. I mean, it makes sense, right? How can you negotiate unless you have everything like at the surface? So you know what's going on?

Chris Voss 48:17

Exactly. Yeah, it's really just uncovering, but in a mutually collaborative fashion.

Jacob Morgan 48:25

Yeah. Yeah. Okay, what's the third technique that you like?

Chris Voss 48:30

And then I'm just really going to hear the other side. If I can get him talking. I'm gonna hear him out. Like the number of deals that will make themselves make themselves if you thoroughly hear the other side out. Like, I don't know what the percentage is, in my estimation, there's up to 50%, no less than 20%. This not 20% fewer negotiations you got to engage in? Yeah, just by hearing the other side out. And as you get good at it, you practice it, you got to hear hear people out on a regular basis.

Jacob Morgan 49:13

And I suppose it's not just listening to them, but it's also letting them know you're listening, right? So because you could just stare at somebody while they're talking. And they're like, are you there? If you kind of like make them feel like you're actually there, that seems like that's a big, you know, it's a very hard thing to do. Because we're especially for leaders, you're pulled in so many different directions. You have your phone, you got email, we're talking to people in front of our computers. It seems like listening, especially in the corporate world is becoming harder and harder to do. But it's also something that when you do it can be very, very impactful and meaningful for for your people.

Chris Voss 49:48

Yeah, yeah, absolutely. And that is exactly the leaders challenge because a leaders most valuable commodity is time. The real issue is how many times you want to do something over Yeah,

Jacob Morgan 50:01

I like that. I know that one of the we only have a few minutes left. But one of the things that I think you're talking about is a win win is not a great approach. And we keep hearing that right. And a lot of meetings like we want a win win. Why does that not make sense?

Chris Voss 50:21

So, you know, there's a fine line here between, do they conduct themselves win win? Or is it simply throw away verbiage. And if you conduct yourself, when, when we're generally trying to hear the other side out, you don't got to call it out. Most of the time when people call it out, they're trying to get you to give in. And so that has happened to all of us so many times. Because somebody said, Hey, I want a win win deal. And you're like, all right, and you begin to collaborate, you begin, you begin to soften your stance, the other side doesn't at all. Now that happens so often that it then it becomes a point of time, as soon as somebody says, when when I'm putting my hand over my wallet, I'm ready to walk out the room. So there's a big difference between are you using it as a throwaway to soften up the other side?

Or do you actually mean it? And most of the time, whoever we're dealing with, we've dealt with them before, and they have a behavior for us to compare with their words. And we already know whether or not they actually made it.

Jacob Morgan 51:31

What's the biggest mistake that you see people making when it comes to negotiating? And again, can be leaders, people going in for salary talks? Are there some common like slip ups that you see people making?

Chris Voss 51:46

First one is, Ronald Reagan said, if you're explaining you're losing. Now, it's also if you're arguing, because what's the argument other than explanation?

Jacob Morgan 51:57

Yeah. I gotta remember that when I, when I get in arguments and the wife

Chris Voss 52:03

why, and yeah, exactly. I mean, and so he's also the phrase, like, and I'll say it the what, what was wrong, and which I don't subscribe to. But what it really means What's wrong is you mentioned your wife, because there's a misogynistic phrase that goes, there's two rules for arguing with women, and they're both wrong. Now, the truth is, the real phrase is there's two rules for arguing with people. And they're both wrong. We've got all these models for us, in movies and TV, where people make a brilliant argument. And the other side says, Wow, okay. Agreed. And that never happens in real life. So, really, taking the time to at least hear the other side out a little bit is a great way to get compliance. It's, it's the most effective way for long term compliance. And so you know, you know, here the other side out first, or begin to take some emotional educated guesses on what's driving their feelings. And then you're gonna, you're gonna flip over into collaborative, so start taking some guesses, but you asked me what I want you to stop doing now, I want you to stop making your argument first. I want you to stop explaining. And start hearing the other side out and make sure they feel heard for you move on. Yeah,

Jacob Morgan 53:28

I mean, we see that a lot, right? People jump in, and they just immediately like, I got my bullet list of like, 40 things that I want to tell you before I allow you to speak at that point. It's like, what am I even doing here? Exactly. Yeah, it can be a hard thing for people to get past. Alright, so maybe last, last question for you. Besides negotiating techniques, are there other things that people need to pay attention to? So body language, dress, tone of voice, things that go beyond? I guess, the specific negotiating techniques because for example, listening to you, a lot of people would say, you know, he's he's got a voice that I can listen to, I want to hear Chris talk. But, you know, doesn't that play a role in some capacity?

Chris Voss 54:19

Tone of voice may be the single most important tool. And I actually for me, personally, that occasionally is my biggest shortcoming, because as a natural, assertive, natural born assertive tone of voice is always bad. Always, always, always bad. And so I need, I need to be very cautious in my tone of voice.

And it makes all the difference in the world because it's going to the other side is going to sense whether or not you're collaborative, based on your tone of voice. So yeah, tone of voice is critical. Yeah, I mean, you can even tell somebody something if you say it nicely. It'll have a different impact on Yeah,

Jacob Morgan 55:00

There's a quote right it's not oftentimes what you say it's how you say it.

Chris Voss 55:05

I've heard that quote. Yeah, exactly.

Jacob Morgan 55:07

Well, Chris, this has been awesome. Why don't you let people know where can they go to learn more about your book, anything that you want to mention for people to check out?

Chris Voss 55:17

I had so the exploratory move or the quick action move the exploratory move is to go to the Black Swan website, Black Swan, Ltd.com Black Swan Ltd, black like the color Swan one in Ltd Ltd.com. Now do that when you got little bit of time, because you want to explore we got a vast amount of resources that are free F R E. And a colleague in the FBI used to like say, if it's free, I'll take three. Do that in the morning when you're looking to load up on your assets, and you get get time to think things through. Short answer to get better faster is to subscribe to the newsletter. Because then that's a concise, actionable, article on negotiations that comes direct to your email on Tuesday morning. 7am, seven or 8am. Wherever you are in the world. There's a text to sign up function. The number you text to is 33. Triple 733777 almost like an airplane right on a 777 airplanes. Every triple seven. You send a message Black Swan method. Three words, not cap sensitive spaces between the words Black Swan method. Now that'll ask for your email address, sign you up for the newsletter that's quick, short and sweet, actionable, concise. And you can do that when you in a few moments. And then also, the newsletter is the gateway when you're ready to the website, which again, we got a lot of free stuff, take everything free that we've got, we got a lot of free stuff. Take that and get on your way. And then when you're ready for the more complicated stuff, the high level skills will help

Jacob Morgan 57:16

you. I like it. Chris, thank you so much for taking time out of your day. I really really appreciate it.

Chris Voss 57:24

Jacob a pleasure. Thank you for having me

Jacob Morgan 57:26

on. Of course, of course. Alright, let me just