050 Reads Underneath

Perspective Fieldbook · https://kb.jeffreysummers.com/docs/050-reads-underneath-2/

The Demand

Before the next difficult conversation in your building — vendor, cast member, investor, partner — write down the position you expect them to take. Then write down what you think they are protecting underneath it. That second sentence is the one that changes the conversation. The operator who enters a negotiation knowing what the other party is protecting can address the interest directly instead of fighting the position indefinitely. Name the interest before you walk in. Design the conversation around it.

The Work

Name the next difficult conversation in front of you — vendor, cast member, investor, partner:
The position you expect them to take:
What you think they are actually protecting underneath that position — a margin, a relationship, their competence, their standing, a fear:
How addressing the interest directly, instead of fighting the position, changes how you'll walk into the conversation:
The conversation you will design around that interest: