

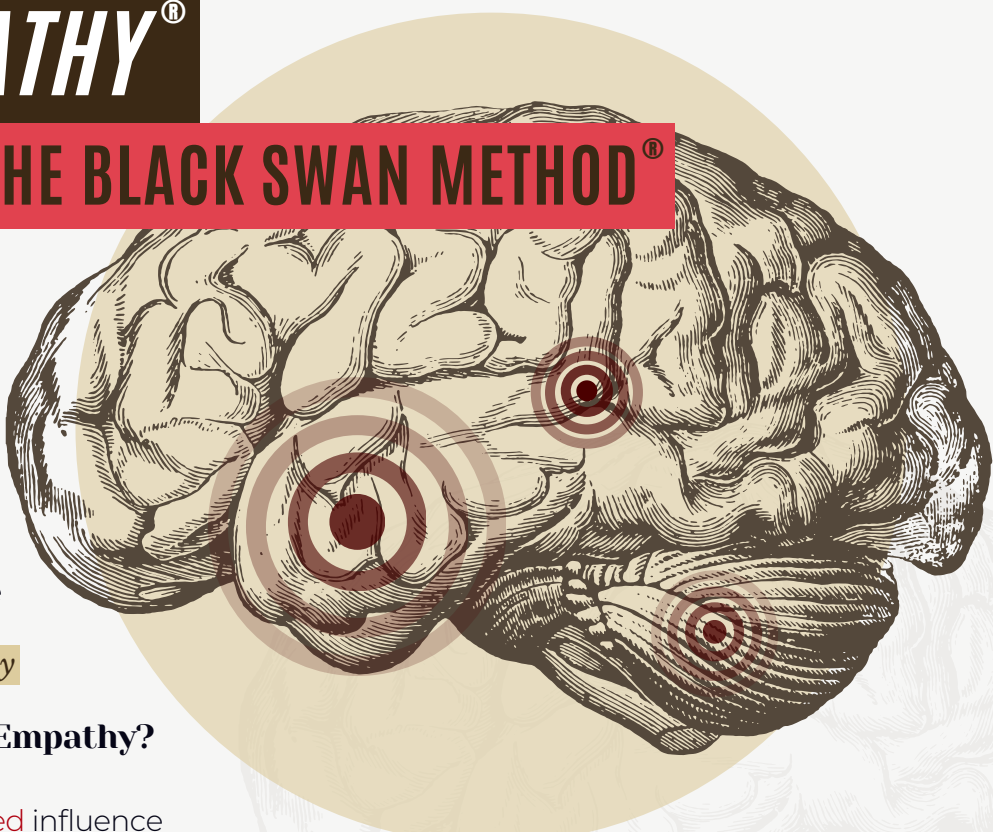
UNDERSTANDING *TACTICAL EMPATHY*® THE FOUNDATION OF THE BLACK SWAN METHOD®

Tactical Empathy® is a calibrated application of emotional intelligence.

It's the ability to *recognize* the perspective of a counterpart and then *vocalize* that recognition.

It's very close to intuition:
But intuition is not enough. To achieve tactical empathy you *must* verbalize.

Intuition + Vocalization = Tactical Empathy



What is the purpose of Tactical Empathy?

- Builds Rapport
- Achieves *trust-based* influence
- Leads to Resolutions and Agreements

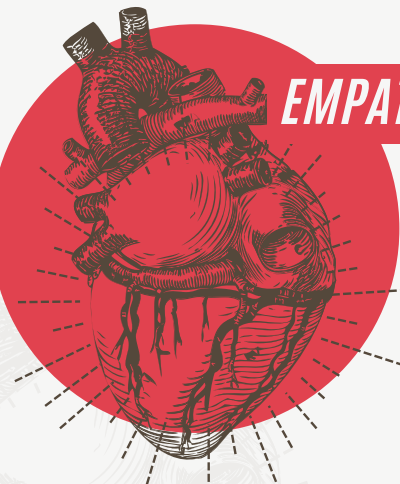


EMPATHY VS SYMPATHY

They are not the same!

Sympathy is putting yourself in another person's shoes and *feeling* what they are feeling. It's being in touch with your thoughts and feelings.
It's more about you.

Empathy is seeing the world through *their* eyes and then demonstrating an understanding of *their* thoughts and feelings.
It's all about them – not you.
It's *not* about being nice.
Does *not* mean you agree with them.
Does *not* mean you necessarily like them.



2 Functions of Tactical Empathy

- Relationship Building and Maintenance
- Proactively defusing negative dynamics or emotions

What do people want more than anything?

- To feel heard
- To feel understood

Empathetic Listening

What is their worldview, motivation, perspective, environment and circumstance?

Listening For Emotion + Logic

What emotions have they attached to their argument?

Listening For Internal Logic

"Why does this make sense to them?"

Listening To Rebut

"Aha! I've got answer for that!"

Listening Intermittently

Listening long enough to get the gist of what the other side is before re-focusing on internal monologue

Most "good listeners" are underperforming by 60%

TACTICAL EMPATHY®

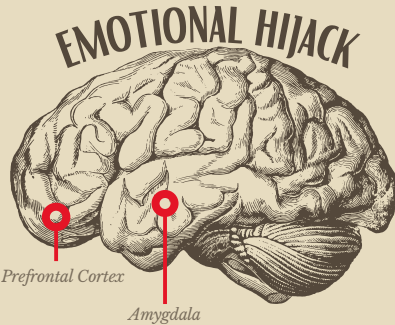
Demonstrating an understanding of:

- Whom *they* have to influence
- *Why* their actions and decisions make sense to them
- Their motivations/what they care about
- What might influence them



LAWS OF NEGOTIATION GRAVITY

- Fear of loss is the single biggest driver of human decision making.
Loss stings twice as much as an equivalent gain.
People are more likely to take a risk to avoid a loss than to obtain a gain.
- The most dangerous negotiation is the one you don't know you're in.
- Your voice will induce emotional reactions in your counterpart.
Your voice will have an emotional impact
Your voice can also make your counterpart smarter or dumber
- You are 6x more likely to make a deal with someone you like.
- Your brain works 30% more efficiently when it is in a positive state.
- Labeling positives reinforces them; Labeling negatives defuses them.
- The last impression is the lasting impression.
- The urge to correct is irresistible.
- Vision drives decision.
- There is always a team of deal killers on the other side.



When emotions become intense (anger, stress, fear), the amygdala goes into "fight or flight" mode, shutting down the thinking brain (pre-frontal cortex).

Importance of Sequence

First
Tactical Empathy®

Second
Goals and Objectives

Why is Tactical Empathy® so Important? *It encourages reciprocity.*

It tells you:

- What they care about
- The position they are in
- Who they have to influence
- Why their decisions or actions make sense to them

It affects:

- The level of rapport you can achieve
- How much influence you will have
- Whether they will choose to work with you
- How quickly you will be able to reach an agreement
- The strength of the deal you make
- Whether they will work with you in the future