



# ***SUCCESSFUL NEGOTIATION SKILLS***

**ONE-DAY (HALF-DAY OR 4 2-HOUR SESSION)  
VIRTUAL PROGRAM OUTLINE**

Pre-Work--The Negotiating Style Profile

**Exercise**

Program Introduction

**Role Play**

Defining Power and Negotiation

**Challenges You Face When Negotiating**

Negotiating Fundamentals – Stages in a Negotiation

**Three Oranges Exercise**

Understanding Five Negotiating Styles

**Analyzing Profile Results**

The Relationship Between Selling and Negotiating

Three Sources of Power

1) Creative Collaboration

**An Exercise in Creative Thinking**

2) BATTN

3a) Procedure

Importance of Setting Targets - **Oil Paintings Exercise**

3b) Personal Input, Concessions, Tactics

Program Wrap-Up



## ***SUCCESSFUL NEGOTIATING SKILLS***

### **LEARNING OBJECTIVE**

This one-day (OR two half-day, OR four 2-hour session), interactive and role play driven seminar helps participants to:

- Achieve better results and better relationships in all types of client, vendor, other external, internal and / or managerial negotiations

### **SEMINAR CONTENT**

We concentrate on increasing power (the ability to create an agreement) of each participant. Power can be created by:

- Planning *before the negotiation*, including an analysis of each party's alternatives
- Creative collaboration, which results from specific tools each participant will learn during the workshop
- The negotiation *process*, which includes the use of concession strategies and tactics

Prior to the seminar, participants complete a *Negotiating Style Profile* that reveals their inclination and ability to use five negotiating styles: Defeat, Accommodate, Withdraw, Compromise and Collaborate. We discuss all five styles try to determine what behavior changes might help create better relationships and results.

In the seminar, participants learn about various techniques to plan, open, execute, close and follow-up on a variety of different negotiations. There are opportunities (beyond a lot of class discussion) to execute two role plays during the session.

### **JOB AIDS**

At the end of the class, each participant receives copies of our *Negotiation Planner*. The planner is not only a reminder of key concepts covered during the session, but a true planning tool that can be used in anticipation of any work-related negotiation.

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## Preliminary Course Outline – One-Day Seminar

**OVERALL OBJECTIVE:** Develop the philosophy and skills that produce excellent negotiating results in an environment of long-term relationships.

**PRE-WORK:** Each participant completes a *Negotiation Style Profile*, which will give them scores for each of five negotiating styles.

### **SEMINAR CONTENT**

In the course introduction, we define *power* and negotiation. After a group brainstorming session regarding “Challenges You Face When Negotiating,” we jump into the...

**First exercise**, in which all participants (paired with another class member) negotiate in a life-or-death situation in which “brute force” negotiating produces disaster, while good probing, listening, and cooperation produces success. The learning point is to determine the other party’s *needs and interests*, not just their position or demands. This exercise can result in an outcome that *neither* party brought to the table originally, but most often (70% of the time historically) has a suboptimal outcome.

Next, a **lecture/discussion** introduces the Collaborative model of negotiation behavior. We discuss all five styles (Collaborate, Defeat, Withdraw, Accommodate and Compromise) and points out that each style is appropriate and productive under certain circumstances. However, the emphasis throughout this seminar is on Collaboration since this is the only style that consistently produces good terms *and* good relationships. At the same time, each person is asked to consider how they might modify their style to become more effective negotiators (or to balance the style of counterparties they encounter).

Next, we explore the relationship between selling/persuading and negotiating. The main learning points: 1) you shouldn’t be *negotiating* when you should be *selling/persuading*, and 2) only make concessions as a last resort.

Next, several **exercises** examine the three types of Power that produce better negotiating results:

1) Creative Collaboration – a concept described twice already during the class, now addressed for a third time with a slightly different perspective.

2) BATTN - **B**est **A**lternative **T**o **T**his **N**egotiation. A **lecture/discussion** summarizes our spin on Fisher and Ury’s concept of BATNA. The discussion focuses on the fact that improving your alternatives can be the single most important thing you can do to strengthen your negotiating position. Understanding your counterparty’s alternatives may be equally important in determining your strategy in the negotiation.

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## Preliminary Course Outline – One-Day Seminar

### 3) Procedure and Tactics

3a) Procedure looks at some other components of the actual negotiating process. Just by “honoring” the process (working through the *Stages of the Negotiation* in sequence), people get better outcomes. One of the biggest mistakes people make when negotiating is ignoring a key component of the process (like Planning or Discovery). In this segment, we’ll talk about setting targets (part of planning), the value of an opening ceremony and the need to keep everyone on the “same page” when negotiating.

3b) We think of traditional negotiating tactics as tools within the negotiation process, so we cover 16 of the most widely used a **small group exercise**, including “Take it or Leave it”, “Good Guy / Bad Guy”, the “Bluff,” and “I Need Approval”. We also look at reasonable defensive strategies to use when a counterparty uses one or more of these tactics.

Before wrapping up the class, we return to the “Challenges You Face When Negotiating” poster and tie learnings from the class to each of the challenges listed.

Participants complete a “**Contract for Self Improvement**” on which they list three things they will work on after the seminar to improve their negotiating skills.