

VBA Complex Negotiation Overview



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The Quality of Your Deals is Decided at the Negotiation Table

It isn't often that you manage to conclude a commercial deal at the originally offered price or scope. Negotiation is part of nearly every significant sales and procurement process. Huthwaite has objective research into what happens in successful business negotiations across the world's diverse cultural settings.

We understand what happens in a successful negotiation and what it is that skilled individuals do. We work with some of the world's most admired sales and procurement organisations to develop the most effective negotiation strategies and tactics, together with rigorous and effective planning methodologies. Uniquely, we've studied the effective behavioural skills that go together to make the world's best negotiators achieve the most effective and workable outcomes for all parties.

We Help You to Address Issues Like These:

- "We've no common negotiation process, language or tools"
- "The other party is better organised and divides and conquers our negotiation team"
- "The focus on price means our organisation ends up conceding and being pushed towards a worse deal"
- "Our negotiators appear powerless, particularly in negotiations with large sophisticated organisations"
- "The other party uses aggression and we're usually involved in a conflict, with negative consequences for the deal and the relationship"
- "We keep signing deals that are costly, where margins are squeezed and the relationship is damaged"
- "Getting a mandate internally is almost as difficult as dealing with the other party."

By delivering an effective profile of what skilled negotiation performance looks like compared with the average. The training provides the opportunity for individuals to benchmark their skills against a researched tried and tested behavioural skills model, through realistic negotiation case studies, and to set objectives for measurement and skills improvement. It also provides a set of comprehensive negotiation tools for planning that is easily shared with colleagues and allows everyone to understand their power and leverage throughout the process.

This will give you;

- a common language, skills and tools that can be shared with colleagues and so present a common front to the other party
- the skills to manage the negotiation, develop mutually agreeable outcomes, and facilitate an effective implementation
- skills and tools to negotiate increased value and profitable deals
- more confident and effective negotiators, even when dealing with difficult people
- skills and tools to understand where your power lies and the tactics and strategies to use it to get a better deal
- the ability to identify where your organisation has leverage and to use this for a workable and profitable deal
- improved negotiation processes: before, during and after the negotiation.

Programme Overview

The VBA Complex Negotiation programme is for anyone who negotiates as part of their job, whether as part of a team or as a principal negotiator, as a buyer or seller – or for intra-company negotiation. You will gain insights and skills to understand what is really important in your negotiation and how to secure the best outcome, through direct experience of strategy, tactics, preparation, planning, and a unique behavioural success model. The learning will equip you, immediately, to avoid simple concessions, conclude sustainable deals, surrender less margin in a sale, save money in a strategic purchase, and have a framework for future negotiation.



Working with Huthwaite has given us real insights into the power of behaviour in ensuring success in our customer interactions. We are experiencing more positive outcomes and at the same time seeing real improvements in our bottom-line. Huthwaite's flexible and tailored approach will continue to create value for both us and our customers into the future.

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Objectives

By the end of the programme participants will;

- have a framework for analysing the context of the negotiation and preparing an optimal negotiating position
- differentiate between preparation and planning
- be familiar with best practice tools
- be able to plan a variety of tactics to manage movement towards a desired outcome
- understand how to open and conclude a negotiation
- understand the concepts of levers and bargaining and how to apply them
- be able to describe and use the key behaviours used by effective negotiators
- be able to describe and avoid the behaviours that have a negative effect on negotiations
- have strategies for maintaining a positive climate, dealing with 'dirty tricks' and overcoming stagnation or deadlock
- have received constructive and objective feedback on their performance compared with the Skill Model and created an Action Plan for continued development after the event.

Content

Preparing for the negotiation

- Setting objectives
- Evaluating fallback positions
- The hierarchy of tradable issues and trade-offs
- Best, target and worst trading limits
- Calculating the cost of concessions
- Anticipating 'their' position and tactics.

Planning the negotiation

- Evaluating strengths, weaknesses and the power balance
- Creative leveraged trades
- 'Diminishing return' concession strategy
- Common ground, long-term versus short-term issues.

Negotiation skills

- The researched VBA Success Model
- Skills for persuasion, managing the power balance and bargaining
- How to maintain the climate, resolve deadlock and conclude the right deal
- Handling low reaction and 'dirty tricks' by the other party.

Methodology and practical issues

A typical three day programme consists of interactive exercises and several rounds of negotiation simulations – followed by expert feedback and review.

The small group negotiations are observed by a coach. Participants are encouraged to analyse strengths and weaknesses of their preparation and planning processes, and then receive detailed feedback on their own behaviour profile compared to the VBA Success Model.

This cycle of input-practice-feedback helps to track the development of participants' behaviour and equips them with an awareness of their own skills, together with a practical set of Huthwaite Negotiation Tools so that skill improvement can continue post-course.

The three day classroom event is staffed by three Huthwaite Consultants, for up to twelve participants.

Customisation options

We have numerous customisation options to maximise the return on investment by aligning the event to your participants' real-world. These include:




- event duration (typically three days)
- buy-side, sell-side or mixed
- pre-programme consultation to assess gaps in processes, skills and confidence levels using the Huthwaite Negotiation Quick Test
- customised negotiation simulations
- coaching to help embed the training
- real deal workshops for negotiators using a Huthwaite coach.



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