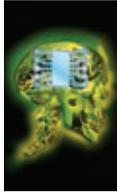




diagnostics



methodology



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techniques



development



programmes



Negotiation & Influencing

Driving competitive advantage
through world-class processes and behaviour

cordie

introduction

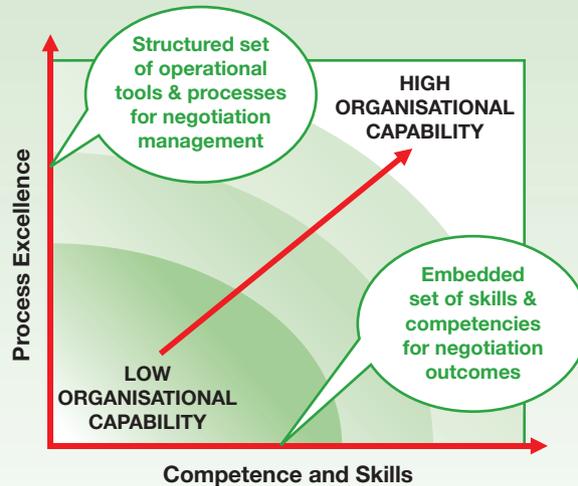
The ability to persuade and influence is one of the essential tools of business. Those who make it look effortless know that the key is a combination of tools, techniques and the mastery of gamesmanship and psychology.

Negotiation is a developable skill and step change improvement can be made over a relatively short period of time, provided the right applications and support environment are made available.

To be a world-class negotiator you need a robust methodology together with an excellent understanding of the psychological factors at play. A blended-learning approach including training, tutorials, case studies, coaching and/or facilitated learning will produce the best results.



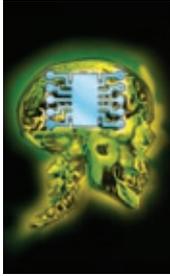
Achieving excellence through a combination of world-class processes and behavioural skills



The following pages are a guide to our portfolio of services, starting with initial diagnostics through to tailor-made development programmes.

diagnostics

Critical evaluation of existing skill base to produce a roadmap towards excellence



Measuring negotiation capability requires reliable and valid assessment techniques. A range of diagnostic tools are available in today's market. Emotional Intelligence is one indicator of business success with high validity and reliability in its assessment. Mapping an individual's EQ score against the standard process steps in a negotiation toolkit quickly highlights areas of strength and those in need of potential development. This is called *HeatMapping™* - a personal dashboard of negotiation capability.

E.I./Negotiation HeatMap™

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	EI Score
Self Awareness	M	M	M	H	M	L	5
Emotional Resilience	M	M	M	H	H	L	9
Motivation	M	H	M	H	M	H	9
Interpersonal Sensitivity	H	H	H	H	M	M	6
Influence	H	H	M	H	H	M	6
Intuitiveness	M	M	H	H	L	M	3
Conscientiousness	L	L	M	H	H	H	8

HeatMapping™ diagnostics are used for personal assessment, self development and resource management within commercial teams and functions. All of our work is underpinned by empirical research which has allowed us to develop a range of tools and techniques for use in this area.

methodology

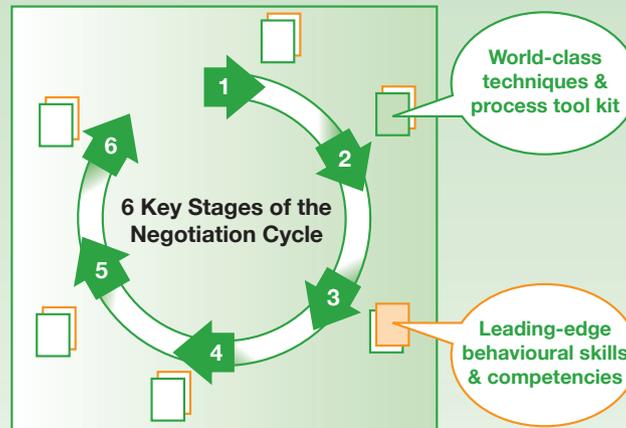
Building an appropriate toolkit for consistent application and breakthrough results

Having a single agreed and documented process methodology for negotiation is an essential foundation stone to success. It creates the platform for consistency and professionalism that drives value throughout the organisation.

As with all aspects of negotiation and influencing, the process toolkit is just one dimension – mapping the key behaviours and competencies required to deliver the tools is equally essential. Thus the negotiation process needs to accommodate both these dimensions:

Key Stages

- 1 Diagnostic
- 2 Strategy
- 3 Engagement
- 4 Exchange
- 5 Closure
- 6 Implementation



At each stage, the negotiation cycle needs to map:

- *Key information requirements*
- *Standardised documentation and templates*
- *Process flow of information and communications*
- *Stakeholder needs and power-mapping*
- *Influencing perspectives*
- *Essential negotiation and leverage tools*
- *Situational psychology*

All these elements are essential – whatever type of negotiation you face, especially for strategic or long-term relationships where second and third generation negotiations are required.



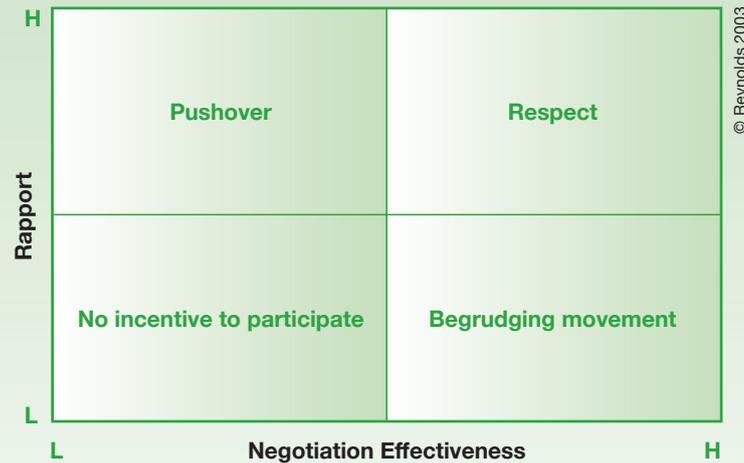
behaviour

Applying the skills and behavioural styles to be effective in every circumstance



Negotiation and influencing are multi-dimensional skills requiring many facets of capability that are linked to the individual's personal qualities. This manifests itself as 'behaviour' and includes intuition, emotional resilience, integrity and drive, amongst others. Understanding how to harness your natural capabilities together with newly acquired skills will provide you with powerful competitive advantage.

Research has shown that one of the keys to unlocking greater negotiating success is the essential dimension of rapport-building. When the negotiator has created cohesive rapport, the deal is more likely to be formed and sustained:



Creating rapport requires simple and effective behavioural techniques that are relatively easy to train. Other skills such as interpersonal sensitivity, intuition and creativity should be developed in tandem with negotiation strategies and tactics to provide a fully rounded capability.

techniques

Adding to skills with a proven range of effective tools and techniques



Knowing how the brain ticks is the key to gaining an insight into someone else's perspective. Neuro-Linguistic Programming (NLP) forms a framework for understanding sophisticated body language and linguistics.

Today's top negotiators are starting to make considerable investments in these techniques. They are trained in the art of assessing and 'classifying' their opposite number and then using specific language to persuade them round to their own way of thinking.

Examples of simple linguistic structures

Tag Questions (to elicit agreement)

- *This is the right deal, isn't it?*
- *This is the best deal around at the moment, you know?*
- *That's right, ok?*

Embedded commands (to elicit required outcome)

- *I'm curious as to whether **you will offer me a discount** so that we can come to an agreement shortly?*

Double Binds (provides choice assuming required outcome)

- *Will you provide me with your concession before lunch or after?*
- *Would you like to extend payment terms by 20 or 30 days?*

NLP is a powerful influencing tool which can be developed through expert guidance and training. We will show you how to assimilate verbal and non-verbal language to increase your influence in key situations throughout the workplace.

development

Enhance your capabilities through a selectively structured development programme

It is relatively easy to make incremental changes in improvement within a short timeframe. We offer a range of different learning and development applications and recommend you select an appropriate 'blended learning' approach. This can be tailored to individual, team or functional levels across the organisation depending on the current assessment of capabilities.

Embedding world class methodology and skill-sets into the DNA of the organisation requires management action on a series of levels and can take a longer period of time in complex organisations. The key is to design a programme of sustainable development that allows for the flux of organisational change whilst maintaining skill- levels at the leading edge.

We recommend three levels of management action towards embedding competitive advantage:

- 1** Primarily **knowledge management** is required to document the toolkits and processes that have been tailored to your own organisation in such a way that they can be readily accessible for use.
- 2** Action-orientated and experiential **learning programmes** are required for both existing and incoming staff to acquire, practice and develop new skills and competencies. A supportive environment with critical assessment, development and feedback will help fast-track the journey.
- 3** Finally **reinforcement and consolidation** at the level of the individual to develop personal and interpersonal behaviours. Attention to detail and incisive tutor interventions from experts in the field create a rich learning experience.

All of our trainers and consultants are expertly qualified in their specialist areas – e.g. certified/master NLP practitioner status, MBTI® and FIRO-B® registered assessors and/or EI-Q licensed practitioners.

We will work with you as a trusted partner in a flexible and customer-centric manner. Our team has a depth of commercial experience from blue-chip organisations and we will share with you the negotiation successes, battle-scars and learnings from our own journeys.



programmes

A range of training and development programmes to meet individual needs



Example content from our negotiation programmes:

2 Days

- **Negotiation Tool Kit** – aimed at those wishing to build upon their knowledge of the negotiation process and accompanying techniques at each stage. Typical content includes the negotiation cycle, planning and preparation, target setting, variables, the bargaining mix, tactics, successful closure and implementation.
- **The Art of Negotiation** – an advanced level course aimed at those that want to enhance their psychological appreciation of the bargaining process. Typical content includes transactional analysis, body language, subliminal linguistics, FIRO-B and influencing styles.
- **The Professional Negotiator** – an advanced level course aimed at combining process and psychological aspects of negotiation. Typical content includes negotiation strategies, Zone of Potential Agreement and probabilities, conflict and difficult conversations, NLP and body language, game theory and Emotional Intelligence.

3.5 Days

- **Executive Programme 'Leading Complex Negotiations'** – an advanced level course aimed at those in senior leadership positions. This course is also accredited by the Institute of Leadership and Management. Typical content includes negotiation process and psychology, understanding self and negotiation capability, negotiation leadership, deconstructing complex negotiations, counteraction strategies, managing financial information and demonstrating return on investment, post-course coaching support, guest speakers from industry and a formal dinner.

Note: Courses can include video analysis of negotiation behaviour/body language. The focus of the feedback will be dependent upon the course.



Cordie Ltd is a UK-based company. All our team have strong commercial backgrounds formerly from senior positions within blue-chip organisations. We know what it takes to succeed at the negotiation table. We have led hundreds of negotiation campaigns and seen tremendous bottom-line results. We will share our insights and experiences with you in an informative, flexible and dynamic manner.

For further information and to discuss your personalised requirements, contact: Andrea Reynolds or Ian Thompson at:

Cordie Limited

Jordan House • Christchurch Road • New Milton
Hampshire • BH25 6QJ • United Kingdom

Alternatively, please call us or e-mail us at the following:

+44 (0)1590 676787
info@cordie.co.uk

Further details about our portfolio of services
can be obtained from our website:

www.cordie.co.uk

