

Overview

Huthwaite Negotiation Skills



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Sound familiar?

- 1 Whether your organisation is buying or selling, negotiations can end up focused on a single issue – more often than not, **price**.
- 2 Your negotiating team believes the other side is more powerful and make concessions, getting little in return.
- 3 There are problems during contract implementation caused by a lack of clarity in the wording of agreements.
- 4 Because there's no formal process for planning for negotiations, mandates are unclear and there are conflicts over what is acceptable to different parts of the organisation.
- 5 **Critically, the other side often seem to be better prepared and to operate with more behavioural skill.**

Prefer this?

- *"...break out of this price war and provide a quality job for quality clients so that we can give them the product they want without adversarial contract terms which always fail to end in a win win relationship."*
- *"Project managers and account managers are working more closely together, talking the same commercial language and with a greater understanding and respect for the part each plays in generating and delivering a successful implementation."*
- *"The session on power has changed the way many of our negotiators view their position."*
- *"I must say there have been measurable improvements in key skills areas - and that's what we wanted."*

These are quotes from clients whose people we've trained. One energy company reports having **saved \$37million on one contract alone** by using the formal planning process we taught them.

How is it done?

We have conducted the world's most comprehensive research into the skills used by effective negotiators as they plan and conduct complex business negotiations – our 'Skilled Negotiator success model'. It provides a benchmark against which individuals can measure their skills, and organisations can measure the effectiveness of their planning tools and processes.

Over the past 35 years we have helped thousands of people, in all types of organisations, to develop the behavioural skills used by skilled negotiators. We have also helped their organisations to embed planning tools and processes to maximise the impact of those skills. The quotes listed previously justify our claim to:

Change Behaviour. Change Results.™

Clients who practise our negotiation methodology include BP, Ciba, IBM and SKF. Their operational scale and market position makes effective negotiation mission-critical. But other, less global, clients report similar results. You can see who they are and read some of their stories – including those quoted before – by visiting the Negotiation section in our website library at www.huthwaite.co.uk.

Why does the Skilled Negotiator success model work?

We have always ignored theory, preferring to observe practitioners 'live' in the field and measure their behaviour objectively. As a result we know what skilled negotiators actually do, not what they say or think they do.

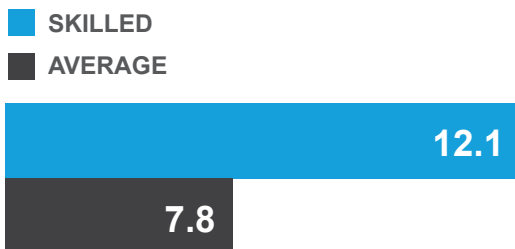
The first output from this research is our 'Negotiation Organiser' – a single document that captures all that the skilled practitioner does when preparing and planning beforehand. It takes participants through a structured process to develop clear mandates, to identify levers and to plan their trading strategy.

The same analysis process we used to conduct the behavioural research is central to the training. After practice sessions, this allows us to provide participants with similarly measured and objective feedback to guide them closer to the success model.



Because it's field research, our work often turns up insights that challenge commonly accepted wisdom and our negotiation research is no exception. For example, what is the stereotype of the skilled negotiator? A cold poker player who keeps their feelings rigidly in check? Our studies proved precisely the opposite.

As you can see from the diagram, 12.1% of their behaviour – roughly one in eight of everything they say – is in the form of Giving Feelings, over 50% more than their 'average' colleagues.



GIVING FEELINGS

Revealing information about the internal thoughts and feelings of the negotiator. Giving feelings as a percentage of all negotiator's behaviour.

Why Huthwaite?

The Huthwaite Approach has always been to focus on delivering results, not just training. Delivering excellent training is a critical step, but what we do before and after the training makes the real difference.

For example, if you want to:

- **Link the training to your people's real world to minimise resistance and low application.**
We routinely develop customised case studies that replicate the real negotiations that your people face.
- **See the new skills still being applied in the years to come.**
Our planning tools integrate the new skills into your people's routine preparation for negotiations.

- **Ensure that the rest of your organisation is aligned to deliver a smooth implementation.**
Those same tools help develop explicit mandates, so that internal stakeholders are on board before the negotiation starts.
- **Develop common global negotiation skills, tools and processes.**
Our global project management expertise can deliver a consistent solution in over 30 languages and 40 countries through our long-established local partner network.
- **Establish a world class approach to negotiating.**
Huthwaite has a team with long experience of delivering real performance change for our multinational clients. We can use this expertise to help you achieve world-class negotiating standards.

Our 2009 research report¹ compared a sample of the Global 2000² in terms of their negotiation 'maturity' – the extent to which they have a common embedded negotiation process across their organisation. Those in the upper quartile of our maturity benchmarking scale posted an average net income increase of 42.5%. Over the same period, those with no established processes saw their net income decline by an average 63.3%.

1: 'Improving corporate negotiation performance' a research project conducted in conjunction with the International Association for Contract & Commercial Management.

2: The world's 2,000 biggest companies, as ranked by Forbes magazine by equal weighting of sales, profits, assets and market value.



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