

# Negotiation Skills

## Negotiating better deals

Many business executives either leave value on the table, or drive so hard in a negotiation that they prejudice long-term relationships.

Aimed at senior executives involved in high stakes and high-pressure deals – investment and corporate bankers, group insurance associates and other C-suite leaders - this program immerses participants in practicing a negotiation style that maximizes value while strengthening relationships.

**Content:** Custom-designed case studies and expert-led roleplays and simulations provide practice in:

- Preparing: ‘Expand the pie’ rather than simply negotiating a share
- Probing: Find the interests underpinning the client’s spoken positions
- Building: Strategically leverage these interests to move towards a ‘win-win’ resolution
- Mediating: Techniques to avoid impasses and unproductive competitive bidding.

## Mediating third-party conflicts

Draws on many of the techniques taught in [Difficult employee conversations](#) but applies them to a situation where you are the outside mediation expert. Run mainly with senior executives and human resources personnel.

**Content includes:**

- Process: Establishing credibility and neutrality
- Analysis: Finding areas for mutual agreement
- Shuttling: How to move between individual party meetings and face-to-face meetings
- Accountability: Building a measurable, longer-term agreement.

**These are sample programs.**

**We will custom-build a program for you – at a Masters or executive level - that is:**

- **Work-focused:** Client-built cases and expert-led roleplays heighten realism.
- **Tailored:** To participant’s negotiation needs and to individual abilities.
- **Flexible:** Length varies, from half a day to two days.
- **Impactful:** On-the-job support turns new skills into productive new habits.

## Resolving client objections

Some 75% of deals are lost because of the intangible and unintentional messages sent to clients when you respond to their questions and objections.

This program helps people at all levels manage the interactive portions of face-to-face client meetings.

The programs address situations where disputes are unexpected (a routine update) and where ‘heat’ is likely (discussing a service breakdown).

**Content includes:**

- Reframing anger, or the objection, as a solvable problem (not an issue to be defended)
- The strategic importance of asking questions, empathy, and getting the client to talk
- ‘Chunking’ up/down as a technique for resolving a dispute, or mitigating the damage
- Using phrases and body language and/or voice to cool down ‘hot’ situations.

## Difficult employee conversations

As competition for talent rises, and the costs of employee churn increases, so the leadership skill to speak frankly with employees becomes critical.

This program provides the skills to have these difficult conversations: tough employee reviews, salary and other employment disputes, team tensions, etc.

This program is offered at levels ranging from team leaders through to C-suite executives.

**Content includes:**

- Set-up: What’s the issue that underpins the action? How is it important?
- Engage: Techniques for making the issue a mutual problem that both parties must resolve
- Reframe: Turn the conversation from the problem (the past) to a solution (the future)
- Close: Ending with a set of clear next steps, and an implementable process
- Sustain: A process that builds new and more productive work habits.

## Working with customers

We have also developed telephone-based variations of the [Resolving objections](#) program for financial professionals engaged in customer-relationship work.

Programs are conducted for:

- Senior group insurance customer-relations staff who have to resolve Plan Sponsor grievances
- Wealth management professionals who were tasked with explaining new fees to US clients, and expecting pushback.