



# Boulden Management Consultants training by design

## Course: **Negotiation Skills**

### Overview

This programme is designed to give participants a firm grasp of the key aspects of effective negotiation. It looks at the twelve core influencing skills needed to negotiate with poise and power. The workshop explains how to apply a rigorous planning process to any negotiating situation and goes on to explain how to manage the face-to-face meeting. The training is based on applying Neuro Linguistic Programming (NLP) techniques to the negotiation process and the ideas revealed during the course will build participants ability to achieve good deals along with enhancing their self-confidence.

### Learning objectives

#### **By attending this highly interactive two-day course you will:**

- Gain an insight into the key psychological principles involved in achieving win/win negotiations
- Acquire a 'toolbox' of twelve tried and tested influencing skills that will help you to reach agreements that work for both parties to the negotiation
- Understand some of the more common 'dirty tricks' used by unscrupulous negotiators and how to deal with them
- Discover a simple yet powerful four-step method for planning a negotiation based on 'putting yourself in the other person's shoes'
- Master an elegant four stage process for running a deal making session

### Feedback

Feedback is based upon peer review using a BMC assessment checklist. Completing the BMC assessment checklists is not only valuable to the people involved in a given case study, it also helps those completing them to gain an in-depth understanding of the building blocks that make up an excellent negotiation meeting.

### Who should attend?

People who wish to develop their skills in the art of effective negotiation.





# Boulden Management Consultants training by design

## Day one: Negotiation Skills

### The inner game of Negotiation

The phrase the 'inner game' is a term borrowed from sports psychology. It is a reference to the fact that what is going on inside a person's head (their state of mind) is crucial to good performance. Here we consider the role perception and beliefs of expert negotiators.

- The role of the expert negotiator
- Four levels of negotiation
- Examine your current beliefs about negotiations
- Reviewing expert beliefs
- Making changes that you feel are appropriate for you

*Pairs exercise:*

*applying the 'affirmation' technique*

*Self assessment questionnaire:*

*understanding your personal negotiation style*

### Influencing skills

The ability to influence and persuade is the key competency of skilled negotiators. Here we cover twelve of the most vital influencing tools. Mastery of this skills toolbox, which is based on NLP (Neuro Linguistic Programming) concepts, allows expert negotiators to conduct face-to-face meetings with elegance and precision.

### Creating rapport

Building a sense of trust is important to ensure that there is a positive climate to the negotiation. Also, people prefer to deal with people they like, so the ability to create a friendly tone is one of the key skills of an expert negotiator.

- Matching & leading personal values
- Matching & leading business values

*Pairs exercise: practising the matching and leading concept*



# Boulden Management Consultants

## training by design

### Day one: Negotiation Skills

#### Effective listening

Paying close attention to the prospects non-verbal behaviour and tuning in to the underlying message that is being transmitted.

- Notice non verbal behaviour
- Calibration

*Pairs exercise: developing listening skills and identifying areas for movement*

#### Needs definition

This set of tools is concerned with asking high quality questions that map out precisely the other party's needs and requirements.

- The logical levels concept
- Moving up logical levels
- Moving down logical levels

*Pairs exercise: conducting logical levels interviews*

#### Yes sets

Building a history of agreement into the conversation so that the other person gets into the habit of agreeing with you. These techniques help to generate a positive tone to the whole of the negotiation meeting, from the initial remarks to signing off on the deal.

- Summarising
- Behaviour labelling

*Pairs exercise: developing the skill of behaviour labelling and summarising*



# Boulden Management Consultants training by design

## Day one: Negotiation Skills

### Sending positive messages

Using assertive tools combined with NLP techniques to put your point of view in a firm, persuasive and courteous manner:

- Three step technique
- Assertive broken record
- Fogging

*Pairs exercise: developing the skill of making requests, saying 'no' and suggesting a workable compromise*

### Tricks and ploys

Understanding some of the tricks and gambits used by unscrupulous negotiators and how to apply the influencing skills in a way that will defuse them.

*Group exercise: listing and overcoming common negotiating tricks*





# Boulden Management Consultants

## training by design

### Day two: Negotiation Skills

#### The planning process

The planning process involves gathering some facts (what we call building a database) and setting out the goals for the negotiation. Once this has been done specific targets can be set and the plan for the face to face meeting developed.

- Collecting the evidence (organising the facts)
- Stakeholder analysis (identifying the key decision makers)
- Position perception (learning how to identify your own goals and how to step into the other person's shoes so you can anticipate their demands)
- Agree the strategy for the negotiation (understanding the 'settlement range')

*Exercise: role-play on position perception*

*Case study: planning a negotiation*

#### The BMC 'Deal Making' Meeting Process™

To run the actual face-to-face meeting we begin by agreeing the outcome for the negotiation and what topics should be covered. We then explore what importance each side attaches to each topic, what specifically they are trying to achieve and what they are prepared to trade in order to get what they want. The next step is to make proposals as to how agreement can be reached. Once an acceptable proposal has been put on the table we close the negotiation, record outcomes and monitor the results over time.

The four steps of the face-to-face meeting process are described by a mnemonic, where each letter in the key word '**deal**' represents a stage in the meeting:

- **D**raw the logical levels diagram (using the logical levels system to explore the topics for discussion)
- **E**xplore possible deals (make proposals, and give and receive concessions)
- **A**gree the closing position (agree the formal contract and get the main points of the agreement in writing)
- **L**ook at the actual results (monitor how the contract is actually implemented over time)

*Case studies: conducting a series of negotiations in order to gain familiarity with the influencing skills, planning process and deal making meetings management process*

The contents of this course is for illustration purposes only and is the copyright of Boulden Management Consultants Ltd

Further information is available by contacting  
email: [bmc@Boulden.net](mailto:bmc@Boulden.net)  
website: [www.Boulden.net](http://www.Boulden.net)