



Negotiations for Managers



Your employees negotiate with customers, vendors and often internal organizations. What is your role as a manager in that process? Are you a negotiator, a mentor or a coach?

How do you coach people to be better negotiators? How do you help them sustain revenues and reduce costs? What do you do

when you have to get involved directly? What do you do when the client calls you directly, trying to escalate? How do you proactively manage executive involvement on opportunities when the executive will inevitably get involved? How do you coach your team to manage price discussions? What can you do to focus your team on the value of the solution, not just price?

The K&R Negotiation for Managers program directly addresses situations that frequently confront managers in negotiations, internally and externally. The goal is to provide each manager with tools to improve their own and their team's negotiation performance. This means reducing the cycle time of deals as well as improving revenue, profitability and cost-based results.

Mastering Negotiation Skills - Your clients and prospects are often trained negotiators. They demonstrate confidence through consistent success and positive results in negotiating with you and your teams. They know how to use calendar pressures, period business performance and prior transactions to get better prices and terms. If you are a sales manager, they may effectively commoditize your solutions, reducing your value and increasing their leverage. If you are a buyer, they may escalate to business management or use pressure tactics to strengthen their arguments. Today's business negotiators are clever and effective as they often "divide to conquer" your organization.



Learn how to use positive value arguments to get the other side to come closer to your way of thinking.

For sales managers, K&R's Opportunity Forensics™ provides a fact-based method to identify Solution Gaps and enhance leverage through value. It also enables realistic prioritization among a portfolio of opportunities, making for efficient pipeline management. Your managers can use Opportunity Forensics to mentor their sales representatives by identifying the next steps to be taken in their sales negotiation cycles.



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K&R's Negotiation Success Range™ (NSR™) is a practical framework for identifying the parameters of a negotiation and developing your negotiation strategy. It works with terms and conditions as well as pricing discussions.

Utilizing the NSR™ truly changes the negotiation behavior of managers and their people plus provides structure for the negotiation activities. It helps them identify the points where both parties will be satisfied with the agreement. Most importantly, the NSR™ enables managers to guide their teams through negotiations by focusing on **Principled Concessions™** strategies.

K&R stresses the importance of **Principled Concessions™**. To be effective, concessions in negotiations should be earned. To lead to agreement, those concessions must be made with business rationale related to value. The alternative is an arbitrary discussion that prolongs negotiations and doesn't satisfy either side. We use Principled Concessions to close faster with better results for all.



The K&R MID™ tool helps prioritize issues, terms and components of a negotiation. This tool helps managers guide their people by distinguishing between Mandatory, Important and Desirable requests in a negotiation. Applying the MID™ discipline we can prevent deadlock in a negotiation and accelerate the process by focusing on what's really important.

At the conclusion of this course managers will:

- Know how to mentor people in negotiations
- Know if, and when, to get involved in negotiations
- Develop an effective strategy and plan for any negotiation
- Know what behavior to adopt at each stage of the negotiation
- Adjust their communication style to achieve desired results
- Prioritize issues to accelerate closure
- Focus on business rationale to avoid arbitrary concessions
- Successfully apply the principles of persuasion to any negotiation situation
- Apply effective negotiating skills face-to-face, on the phone, through e-mail or other media
- Recognize and counter the most common negotiating tactics

Most importantly, managers will learn techniques to develop and articulate quantified value, foster more effective internal teamwork and improve negotiation results for the entire team. Whether you are involved with Fortune 100 or small to medium businesses, these goals are simple: close more efficiently, improve your revenues, lower your costs and increase profits. Effective negotiations address each of those goals!

