

Negotiating for Results for Corporate Bankers ...when win/win isn't enough

2 Days

For years, win-win negotiating has been the norm, the way corporate bankers and lenders have avoided disaster at the negotiating table. This two-day workshop provides your people with not just a way to win, but a way to win by using specific negotiation and influencing skills to assist relationship managers negotiating corporate deals, relationships and corporate treasury services in job performance and in building long-term, sustained business partnerships.

Top negotiators use specific negotiation and influencing skills to assist in job performance when they negotiate with customers, vendors, government and inside their companies. Many corporate and/or lending deals require these four levels of negotiating in order to close the deal. They say that negotiating can derail long-term relationships. The perception that "everything is at stake and I have to get a good deal," can turn any negotiation event into a stressful and relationship-damaging interaction. Now, that does not have to be true.

Negotiating for Results for Corporate Bankers provides skills and tools to help negotiators see any and all of their negotiation events as part of a process they can use to differentiate themselves by using each interaction to create business relationships that improve performance and develop relationships as well being profitable and rewarding.

HERE'S WHAT WE MEAN BY RESULTS...

Negotiators who have attended *Negotiating for Results for Corporate Bankers* have told us that they have been able to:

- Negotiate more strategically by looking at the whole relationship.
- Use each negotiation interaction to positively influence people inside the company as well as clients and governance entities.
- Get better deals consistently over the long-term.
- Change the whole context of negotiating from "the deal" to one where both parties are sitting on the same side of the table working together *to help each other win*.
- Anticipate negotiating tactics and diffuse them.
- Use tactics in an appropriate way to move stalled negotiations along.
- Deal more effectively with deadlocks and stalemates.
- Use a more thorough and disciplined approach consistently to analyse negotiations situations and prepare effectively.
- Overcome cultural issues and barriers for more effective interactions and outcomes.

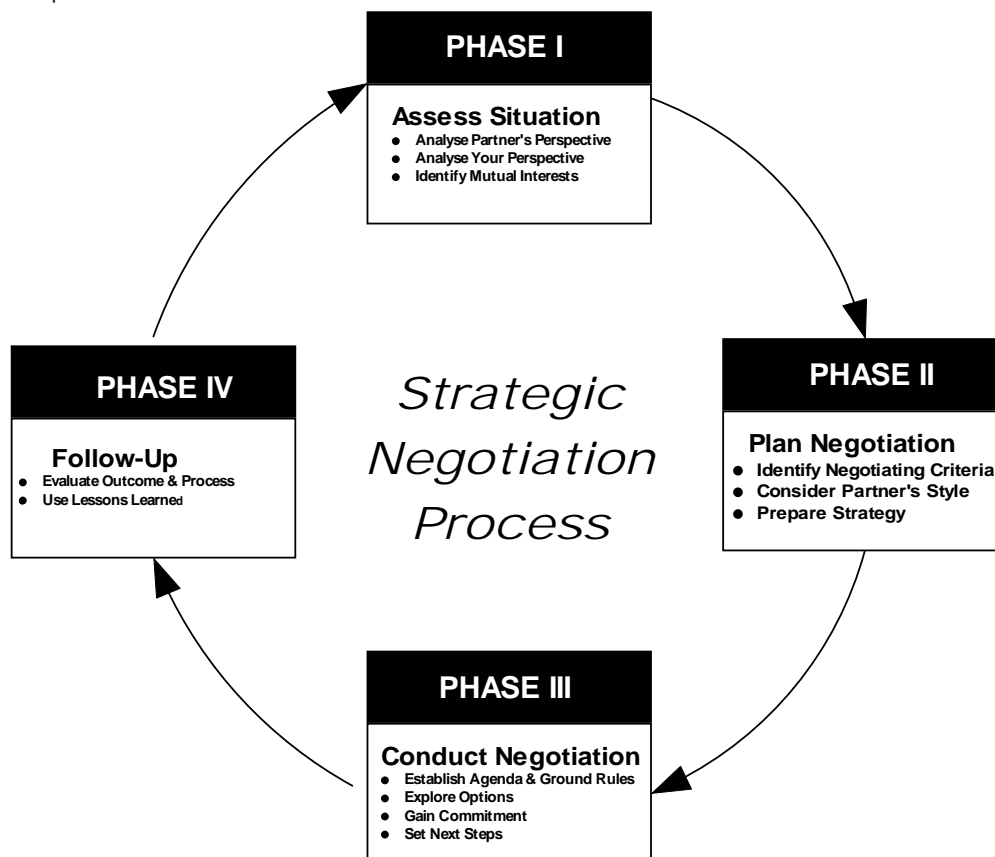
THE WORKSHOP

Negotiating for Results for Corporate Bankers is a two-day program that focuses on teaching corporate banking and lending professionals and managers, at any level and in any function, to turn tactical negotiations into strategic negotiations that build relationships. Participants get hands-on negotiating practice using a four-phase Strategic Negotiation Process that they can apply immediately to their jobs.

Each phase of this four-phase process provides key concepts, skills and tools that negotiators can apply to all types of negotiations. The workshop provides participants with the opportunity to learn the concepts and practice using the skills and tools to improve their negotiating skills. Participants leave with a disciplined and focused method of using the Strategic Negotiation process in all of their negotiation interactions.

They learn that strategic negotiating is different from tactical negotiating in that the focus is on identifying mutual interests in an effort to seek agreement so both parties feel that they have won. There is an intention to influence, maintain or build long-term relationships. Strategic negotiating emphasizes planning for every negotiation interaction in the context of the long-term relationship and finding ways to use each interaction to enhance the relationship.

The phases are:



INSTRUCTIONAL APPROACH

Negotiating for Results for Corporate Bankers is designed to be highly-participative. The participants learn key negotiations concepts, take part in large-group and small group discussions, take part in simulations and exercises and practice using the tools and skills. They can also analyse, plan and negotiate a complex negotiations case that relates to a Corporate banking proposition, internal negotiation or vendor deal. The choice of case is dependent on the day-to-day role of the participant.

They practice using and leave with the Strategic Negotiation Planning Guide, an easy-to-use, comprehensive tool to plan all phases of the negotiation.

Cultural elements are a critical component of the workshop – in fact that is one of the reasons this workshop has been so successful in Asia – the West meets East cultural aspects included. We can also specifically incorporate a cross-cultural negotiation within the workshop depending on participant experiences and needs.

COURSE MATERIALS INCLUDE:

- **Participant's Handbook** which provides participants with all of the material they need to attend the workshop. The Handbook includes all of the *Negotiating for Results for Corporate Bankers* Tools including:
 - Strategic Negotiation Process
 - Phase 1 Assess the Situation
 - Phase 2 Plan the Negotiation
 - Phase 3 Conduct the Negotiation
 - Phase 4 Follow-Up
 - Negotiating Criteria
 - Trait Scale
 - Strategic Negotiation Planning Guide
 - Negotiating Tactics
 - Communication Skills
- **Overheads** that provide visual support to key points covered in the workshop.
- **Video** that demonstrates the strategic negotiations process and also shows how tactics can be handled effectively.
- **Handouts** that “stretch” the content of the participant materials and include specific additional topics, research or information relevant to the audience.
- **Case Studies** that enable participants to improve skills in a challenging but safe environment.

COURSE OBJECTIVES

At the conclusion of the course, participants are able to:

- Recognise the difference between tactical negotiating and **strategic negotiations**.
- Recognise the value of using the **strategic negotiating process** and identify how it can help influence and build corporate banking and other broader relationships.
- Assess the situation in every negotiation by:
 - Analyzing the other party's perspective
 - Analyzing their own perspective
 - Identifying mutual interests

- Plan the Negotiation by:
 - Identifying negotiating criteria
 - Analyzing the other party's style
 - Preparing strategy
- Conduct the Negotiation by:
 - Establishing the agenda & ground rules
 - Exploring options and gaining commitment
 - Setting next steps
- Follow-up by:
 - Evaluating outcomes and process and using lessons learned
- Use effective **communication skills** to conduct the negotiation including:
 - Active Listening
 - Strategic Questioning, Clarifying and confirming
- Use the Negotiating for Results Planning Guide to prepare for all negotiations.
- Plan and simulate a negotiation case study that builds skills related to their job.
- Identify **14 common negotiating tactics**, anticipate them and handle or diffuse them in a negotiation situation.
- Use a trait scale to identify their own and the other party's style and plan to adapt style to get better results.
- Move past a stalemate by:
 - Revisiting negotiating criteria and restating agreed-upon issues
 - Clarifying the issue on the table
 - Brainstorm if/then solutions
 - Use strategies to compromise and swap issues where appropriate
- Negotiate complex deals across a number of parties, borders and situations.