



NEGOTIATION TECHNIQUES



Developed and Delivered through a
Strategic Partnership



with

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Curtis Davis, Matina Samartzi and John Samouelides

WHAT IS A NEGOTIATION?

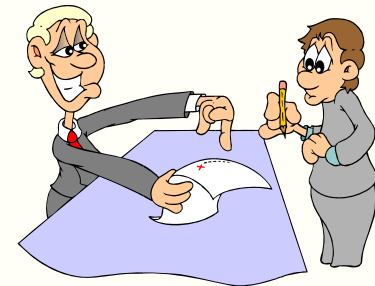
Conferring with others to come to terms with them or to reach an agreement.

PMBOK Fourth Edition

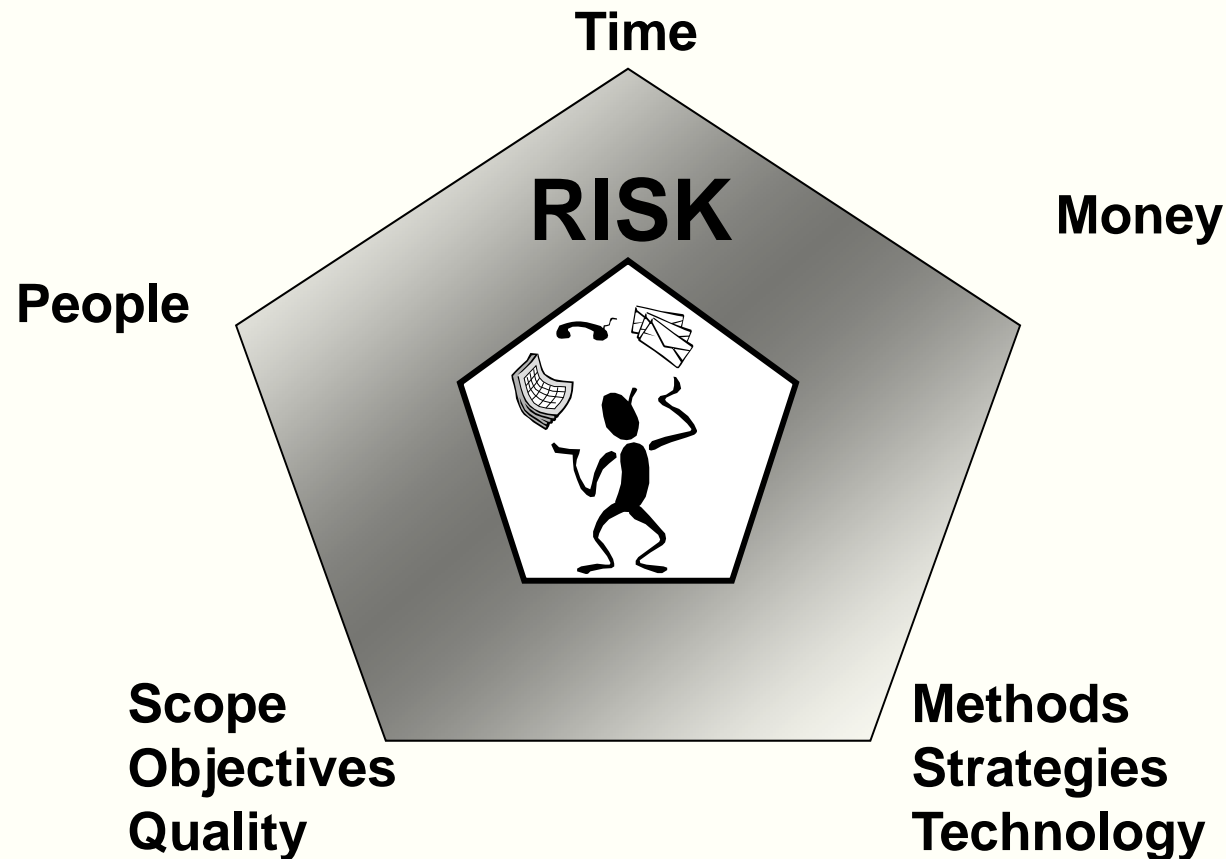
Any communication in which you are attempting to achieve the approval, acquiescence or action of someone else.

Michael and Mimi Donaldson

PMBoK, A Guide to the Project Management Body of Knowledge, Fourth Edition
Project Management Institute, 2009, All rights reserved.



Total Systems' *MANAGEABLES*



THE PROCESS OF NEGOTIATION

1. Research

- Your Arena
- Their Arena

2. Set-up

3. Negotiating

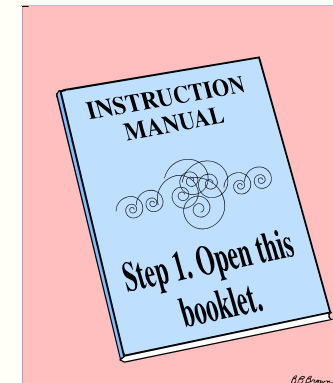
4. Tactics

5. Close



RESEARCH YOUR ARENA

- Why negotiate?
- Who do you represent?
- What are you willing to do?
- What are your
 - Objectives?
 - Strengths?
 - Weaknesses?
 - BATNA?
- Determine Strategy

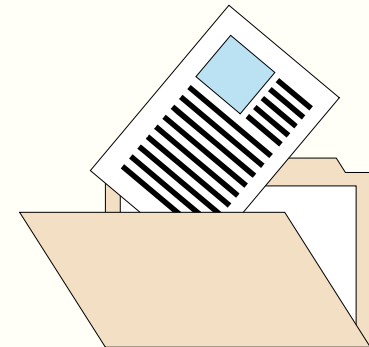


YOUR ARENA RESEARCH THE DETAILS

The goal: *know more about the subject than they do!*

Sources:

- *Previous contracts and agreements*
- *Lessons Learned*
- *Library*
- *Professional Organizations*
- *Shop the Competition*
- *Internet*
- *Consumer Reports™*
- *Advertising*
- *Insider Reports*



YOUR ARENA BATNA

Best Alternative To a Negotiated Agreement

What would you do, if you walk away?

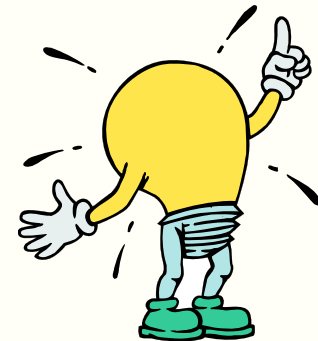
1. Rule out alternatives that are clearly unacceptable
2. Develop remaining alternatives into scenarios
3. Select your single best option!

This is what you have if you cannot make a deal.

This is your *BATNA!*

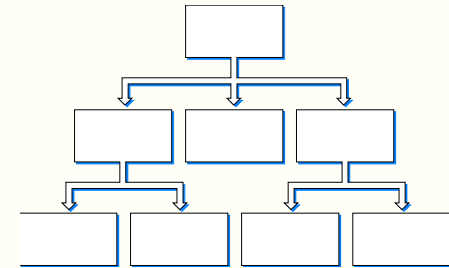
YOUR ARENA BATNA

- **Brainstorm Alternatives**
- **Think outside your paradigm**
- **Consider**
 - *Does it work*
 - *Risks*
 - *Organizational constrains*
 - *Corporate vision*
 - *Legal*
 - *Etc.*



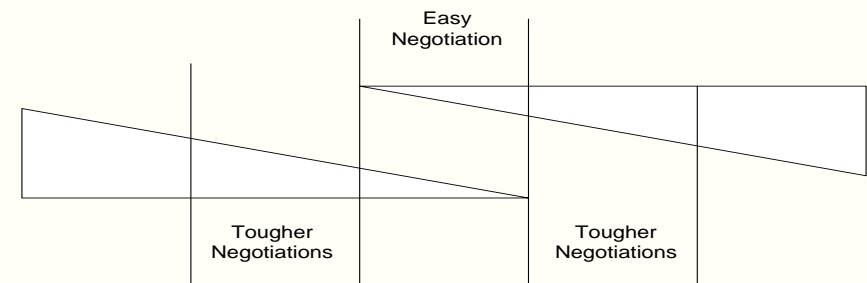
THEIR ARENA RESEARCH THEIR ARENA

1. Who are they?
2. Why are they negotiating?
3. What are their:
 - Objectives?
 - Strengths?
 - Weaknesses?
4. What do they know (and not know) about you?
5. What is their BATNA?
6. What strategy might they employ?



THEIR ARENA STRATEGY

- ❖ What style, techniques have they employed?
- ❖ How would you counter?
- ❖ What are the areas of possible convergence?



THE SET-UP

1. Agenda



- *Have One!*
- *Circulate to all stakeholders*
- *Prepare for introduction to the negotiation*

2. Prepare an opening offer

THE SET-UP

- **Location**
 - *Home? Away? Neutral?*
- **Table set-up**
 - *Sit next to the person you consult with most*
 - *Sit opposite your counterpart?*
- **Room Layout**
 - *Power Positions*

HOME
Sweet
HOME

NEGOTIATING BEGINNING

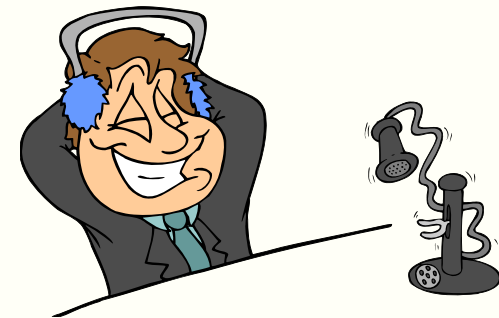
- ✓ **Try informal conversation before the negotiation officially begins**
- ✓ **Introduce Everyone at the Meeting**
- ✓ **Discuss Procedures and Agenda**
- ✓ **Get agreement on procedures and agenda**
- ✓ **Restate the Objectives of the Meeting**
- ✓ **Follow the agenda**
- ✓ **Visibly cross items off the agenda**



NEGOTIATING COMMUNICATION

➤ Why we don't listen . . .

- *Nervous*
- *Tired*
- *Habit*
- *Filter*
- *Spousal syndrome*
- *Not expecting Value*



➤ Environment

- *Noise*
- *Distractions (could be a misdirection)*
- *Phone calls*

NEGOTIATING COMMUNICATION

- **The little things**
 - ✓ *Well Rested*
 - ✓ *First Impressions*
 - ✓ *Dress*
 - ✓ *Energy level*
 - ✓ *Too friendly*
- **“Silence is golden”**
- **Count to three before responding**
- **Let people complete their thoughts before you continue**
- **Paraphrase / Restate**
- **Take notes**



NEGOTIATING TACTICS

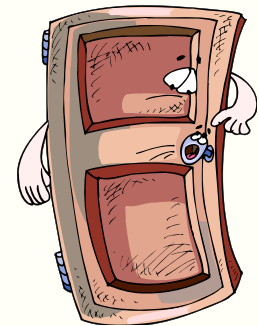
- **Control**
- **Things “Not to Say”**
- **Good Cop/ Bad Cop**
- **Reopen Issues**
- **The Bluff**
- **Positional Bargaining**
- **Controlled Outbreaks**
- **Stalled Discussions**



THE CLOSE

1. **Judge each proposal against your BATNA.**
 - *If the offer is better, consider accepting it.*
 - *If the offer is worse, negotiate to improve it.*
2. **If you are reaching your LIMITS, tell them so.**
3. **If there is still no improvement to the offers, walk away and exercise your BATNA.**

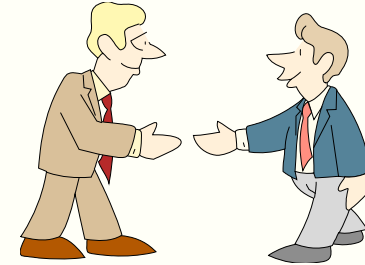
NEVER SLAM THE DOOR!



THE CLOSE

➤ **May happen at any time**

- *Take it when you get it!*



➤ **Ask yourself**

- *Does the agreement meet your BATNA?*
- *Can you fulfill your side of the agreement?*
- *Do you intend to meet your obligations?*
- *Can your counterpart's company perform the agreement?*
- *Will they carry out what they agreed to?*

THE CLOSE

- **Discuss Terms**
 - *People*
 - *Cost*
 - *Deliverables*
 - *Implementation schedules*
- **Write everything down!**
 - *Dates*
 - *Contracts*
 - *Service Level Agreements (SLAs)*
 - *Memos of Understanding*
- **Review before leaving**



AFTERWARDS

- **Review Results**
- **Follow-up as Agreed**
- **Perform Formal “Lessons Learned”**
- **Report Status to Stakeholders**
- **Monitor Agreements**
- **Reward Performance**

SOME COMMON MISTAKES

- **Not doing enough research**
- **Negotiating with the wrong person**
- **Positional Bargaining**
- **Not meeting your BATNA**
- **Not focusing on the close**

WHO WE ARE

Headquartered in New York with offices in Charlotte, North Carolina and Athens, Greece, Total Systems Education, Ltd. is truly a global professional training and consulting company! Our areas of expertise are in Project Management, GREEN Project Management, Business Analysis, Testing and End-User related Training and Consulting. Our experience spans 30 years, five continents, and a client list that gives us some legitimate... “bragging rights!”

We are renowned for our personalized approach to training: we work closely with clients from all over the world, to design and deliver training that fits their specific needs. We don’t believe in “cookie-cutter” training! Our philosophy is that training must be current, real-world, delivering a skill-set that encompasses world-class best practices, yet is also immediately transferrable to every participant’s workplace. We work hard to give each one of our clients exactly what they need and nothing they don’t. That is our promise and feedback consistently confirms that the training experience we create, from design to delivery, exceeds expectations!

Total Systems Education is proud to be a PMI Global Registered Education Provider, R.E.P. For Business Analysts, we are also an EEP, Endorsed Education Provider, of the IIBA™. These endorsements and certifications allow us to have our courses reviewed by the IIBA and PMI for relevancy, quality and adherence to the best practices supported by both of these prestigious global organizations. These certifications also allow us to award PDUs and CDUs to participants involved in the professional credentialing processes for PMP, CAPM, CBAP and the newly developed CCBA.

We are extremely proud of our 100% repeat business record! We invite you to find out how we can create a partnership to bring “The Best of the Best” training to your organization!



PMI® 2010

Continuing Professional Education Provider of the Year!



www.totalsystemseducation.com

Total Systems Education is the proud recipient the “PMI® 2010 Continuing Professional Education Provider of the Year” award! This prestigious award recognizes the outstanding results of *a ground-breaking training project*, conceived and orchestrated by our team.

With 30 years’ worth of global training experience in Project Management and Business Analysis, we have evidence that our workshops teach real, useful, immediately applicable skills. At the start of the recent economic downturn, we quickly identified an audience of professionals who truly needed those skills for an unpleasant, yet top-priority project: *finding new employment!*

Total Systems and its team devised a way to bring our training to those professionals, focusing on helping them apply the newly learned skills to their job-hunting efforts, while giving them the possibility to strengthen their resumes by earning credentials from PMI and the IIBA and professional certificates in Project Management and/or Business Analysis from a well respected university. Due to the needs and *uniqueness of this audience*, modules on “Interviewing and Job Searching” (including the use of social networking), Effective Presentations, Writing, Focus and Study Groups and a Jobs Roundtable were added. During this critical time, our partnership

consisted of the *State University of New York at Stony Brook* (Stony Brook University), the *Suffolk County New York Department of Labor and PMI Long Island Chapter*. With this powerful team, we secured the venue and funding for this ambitious initiative. The “*Displaced Worker Program at Stony Brook*” was born, *the first of its kind in the United States!* Following our tremendous success in New York, Total Systems Education approached the *Central Piedmont Community College and the North Carolina Department of Labor*, to help launch a similar program in Charlotte.

Our programs are still being offered in both venues, with *impressive results*. To date, more than 450 people have successfully completed the Stony Brook program. Of them, more than 140 have confirmed *full time employment* in project management and business analysis related positions, many have *contract employment*, more than 60 have earned their *PMP* and 5 their *CAPM* credential! Although smaller in number, the results in North Carolina are equally impressive!

We, at Total Systems Education, are extremely proud of our contribution to our community and pleased to see our efforts, commitment and outside-the-box approach recognized by our peers, as we join the ranks of “The Best of The Best!”



Base Courses

Upon request courses will be customized to meet and include in-house methods, standards and policies



www.totalsystemseducation.com

NOTE: ➤ Signifies Our Most Frequently Requested Courses

PROJECT MANAGEMENT – for Quality and Survival



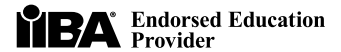
Business Analysis
and other courses on back

➤	PROJECT PLANNING AND CONTROL (The Foundations of Project Management) (with Microsoft Project or Open Project Workbench Integrated Instruction)	3 Days 4 Days	
➤	ADVANCED TOPICS IN PROJECT MANAGEMENT (Risk Management, Negotiations, Procurement and Vendor Management)	2 Days	
	EXECUTIVE PROJECT MANAGEMENT (for Directors & Group Project Managers)	1/2 and 1 Day	
NEW	GREEN PROJECT MANAGEMENT WORKSHOP (The “4-5-6” Approach)	4 Days	NEW
	PROJECT LEADERSHIP WORKSHOP	1 Day	
NEW	PROJECT FACILITATION WORKSHOP (Getting Things Done!)	2 Days	NEW
NEW	PROJECT MANAGEMENT “LITE”	1 Day	NEW
	PROJECT MANAGEMENT FOR PROJECT TEAM MEMBERS	1 Day	
➤	DETERMINING BUSINESS REQUIREMENTS WORKSHOP (Including the Business Case)	2 Days	
➤	MICROSOFT PROJECT™ (Introduction, Advanced and Server) Project 2003, 2007 and 2010	1 and 2 Days	
➤	PREPARING FOR THE PMI® PMP® and/or CAPM® CERTIFICATION EXAMINATIONS	3 Days	
	MAKING PRESENTATIONS IN THE PROJECT WORLD	2 Days	
	PROJECT MENTORING WORKSHOP (PM Applications and Microsoft Project)	1 Day	

THE “PRACTICAL APPROACH” PMI® SERIES

➤	PROJECT RISK MANAGEMENT (The Practical Approach to Applying the Six Steps)	1 Day	
➤	PROJECT COMMUNICATIONS MANAGEMENT (The Practical Approach to Communicating)	1 Day	
	PROJECT HUMAN RESOURCES MANAGEMENT (The Practical Approach to Teams)	1 Day	
	PROJECT PROCUREMENT MANAGEMENT (The Practical Approach to Negotiations and Vendor Management)	1 Day	
	PROJECT TEAM DYNAMICS (The Practical Approach to HR and Communications)	2 Days	
NEW	PROJECT COST MANAGEMENT (The Practical Approach to Budget and Cost)	1 Day	NEW
NEW	PROJECT SCHEDULE MANAGEMENT (The Practical Approach Schedule and Time)	1 Day	NEW

BUSINESS ANALYSIS – *Get it right, the first time!*



➤	PROJECT TEAM MEMBER WORKSHOP	1 Day	
➤	DETERMINING BUSINESS REQUIREMENTS WORKSHOP (Including the Business Case)	2 Days	
➤	CREATING FUNCTIONAL SPECIFICATIONS for <u>OUTSOURCED AND IN-HOUSE PROJECTS</u>	2 Days	
NEW	COMMUNICATE OR DIE: Effective Communications in Business and Projects	2 Days	NEW
➤	DATA GATHERING TECHNIQUES and ELICITATION WORKSHOPS	2 Days	

	BUSINESS SYSTEMS ANALYSIS WORKSHOP (for the Professional Business Analyst)	5 Days	
	OBJECT-ORIENTED ANALYSIS USING UML WORKSHOP	2 Days	
➤	DETERMINING BUSINESS REQUIREMENTS WORKSHOP (Including the Business Case)	2 Days	
	STRUCTURED ANALYSIS WORKSHOP (for Legacy and Object Environments)	4 and 5 Days	

TESTING -- Hands-on and Merged with BUSINESS ANALYSIS!

	SYSTEMS TESTING (Building and Implementing the System Test Plan)	1 Day	
➤	STRUCTURED TESTING WORKSHOP – Including User Acceptance Testing (for Managers, Analysts, Developers and Customers)	2 and 3 Days	
	THE PEER REVIEW PROCESS WORKSHOP (Inspections and Structured Walkthroughs)	2 Days	

CLIENT/END USER -- An educated consumer is the BEST Customer

NEW	PROJECT MANAGEMENT “LITE”	1 Day	NEW
➤	PROJECT TEAM MEMBER WORKSHOP	1 Day	
➤	PROJECT PLANNING AND CONTROL (The Foundations of Project Management) (with Microsoft Project or Open Project Workbench Integrated Instruction)	3 Days 4 Days	
➤	MICROSOFT PROJECT™ Introduction – Project 2003, 2007 and 2010	1 and 2 Days	
NEW	GREEN PROJECT MANAGEMENT WORKSHOP (What it is, and How to do it!)	2 Days	NEW
NEW	PROJECT FACILITATION WORKSHOP (Getting Things Done!)	2 Days	NEW
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