Sales and Negotiation –
Open Course Programme

Huthwaite® International

Our Open courses empower individuals and small teams with a unique and powerful competitive advantage.

Huthwaite International
High Performance - Behaviour Change™

www.huthwaiteinternational.com

If you have the ambition, we have the intelligence to take you to the highest level.

Huthwaite Open Courses

At a Glance

01 SPIN® Selling

SPIN® Selling is the definitive programme for consultative selling in a business-to-business environment. Over the past four decades, SPIN® has proven to be the most effective way to improve your sales success and deliver bottom-line results.

See pages 6-7

02 PITCH Selling

PITCH Selling is the definitive course for winning new client business, on the telephone or face-to-face when interaction time is limited. After implementation, it has been shown to deliver a 150% month on month increase in new client acquisition, and a 20% increase in the sale of additional products.

See pages 10-11

03 Account Strategy For Major Sales

Account Strategy For Major Sales will help you maximise major sales opportunities by focusing on the journey the customer makes in arriving at a major decision.

See pages 12-13

04 SPIN® Marketing

SPIN® Marketing draws on the principles of SPIN® Selling to enable you to produce marketing collateral that is not only more persuasive but is also more consistent with the sales activities of a SPIN®-trained salesforce.

See pages 14-15

05 VBA™ Negotiation

Gain confidence through the use of VBA tools and skills to avoid concessions, reach swift conclusions and sustain good relationships. If you regularly negotiate up to six issues (either external or internal) and your negotiations are often similar from one to the next, and you have the mandate to agree terms yourself, then this is the course for you.

See pages 16-17

06 VBA™ Complex Negotiation

Often you will face more complicated negotiating challenges where the issues are multi-faceted and high risk. Hone your skills and gain insights into the most important factors in your negotiations. Avoid making simple concessions, conclude sustainable deals, surrender less margin, save money in a strategic purchase, and have a framework for future negotiation.

See pages 18-19

Huthwaite Open Courses

Deliver Results

We Can Help You Improve the Sales Performance of Your Business

For over 40 years we've been helping businesses across the world deliver long-term, tangible results through our behavioural change methodologies. Our approach works. It is proven to be effective in all business sectors, and is also flexible enough to integrate into existing business processes.

Our approach is based on research into what effective sellers and negotiators do. We've spent decades learning which key behaviours deliver outstanding performance. This has been achieved by carrying out rigorous research, and extensive ongoing analysis of the behaviours of the very best sales and negotiation professionals. And it's this unrivalled knowledge that enables us to meet our clients' needs, and more importantly, help them meet the needs of their customers.

By identifying what separates successful people from their less effective peers, we can pinpoint effective behaviours and best practice and replicate them across all areas of your business.

By positively changing behaviour, then instilling and reinforcing these changes until they become second nature, your people and, through them, your business can reach and sustain new levels of success.

Open Courses

Huthwaite Open Courses give individuals and small groups access to the world's best sales effectiveness training. Our Open Courses are also used by larger organisations wishing to sample Huthwaite courses or as an alternative to in-house training, where companies seek the benefits of their people mixing with delegates from other organisations.

Our Training Methodology

We pride ourselves on the quality of our training delivery. Our trainers are handpicked, trained to the highest standard and subject to ongoing quality checks. They are passionate about what we do and how we can help your company.

Our models have been developed over more than four decades and are based on intensive research into what successful sellers and negotiators do that distinguish them from the rest. We have the biggest database of behavioural research in the world and this has been used to refine and develop our training so that we can confidently say that, when it comes to delivering results, we are the best!

This is how we develop skills:

1. Plan

Plan for roleplays/simulations using the structure provided by Huthwaite planning tools and research-based models.

2. Practise

Practise in roleplays/simulations which replicate real situations as closely as possible.

3. Receive Feedback

Receive structured feedback, including direct comparison to research-based skill models.

4. Review

Reflect on performance and set targets for next round of roleplay/simulation.

Informed by a Researched Success Model

SPIN® Selling

Overview

The Most Persuasive Thing Sellers Can Do is to Show Customers That They Can Provide What Has Been Asked For

Obvious? Yes. So why do typical salespeople spend 95% of their time doing something else? Our unique research, involving the observation of some 40,000 business-to-business sales interactions, reveals exactly what sellers do in successful calls, and how rarely it happens.

The good news is that at Huthwaite we know exactly what your sellers should do, and how to do it. SPIN® Selling , the world's most widely-validated sales model, offers a framework for structuring sales conversations to uncover and develop needs and build value for your unique differentiators. It gives you the skills to present your solution to maximum effect.

Other approaches have come and gone, occasionally based on some research; but SPIN® remains widely adopted, producing great results, at the world's best companies. SPIN® is built on detailed knowledge of what works when a seller sits down with a prospect. That's why we help 14,000 delegates each year develop their sales skills using SPIN®.

We Help You to Address Issues Like These:

- "Customers just don't see why we're worth a price premium"
- "We're treated like a commodity instead of a high value supplier/partner"
- "We're just not good at dealing with professional buyers"
- "Many of our sellers come from a technical background, so they talk about technical features instead of exploring the client's business issues"
- "We need to be sure our sellers build value for our unique differentiators"
- "Our people know what they're doing, but we need to refine their skills and make them consistent – personally, across teams, and across the whole company"
- "We need skills that give us a common language and success measures throughout the business"
- We need an approach that goes beyond training – we want to improve the quality of our customer experience."

By delivering a set of essential verbal skills that provide the ability to uncover and develop needs effectively, sellers can demonstrate value and make high-impact benefit statements. Described by one client as "the only way to approach B2B selling", these behaviours require sellers to move away from product-driven sales pitches and inflexible scripts to engage in customer focussed, value-driven, consultative sales conversations.

This will enable;

- a consistent approach to value creation
- more sales at higher margins
- higher levels of customer satisfaction, loyalty and retention
- shorter sales cycles
- fewer objections
- a common language to analyse, plan and report sales activities.

Programme Overview

The Huthwaite SPIN® Selling programme is aimed at anyone in sales, business development or in some other customer-facing role where demonstrating value to a prospect or customer is an important part of what you do – or should be doing.

It provides an opportunity for genuine skill development as a platform for making a permanent behaviour change that will positively affect sales performance. The programme provides insights into how buying decisions are made.

The SPIN® best practice model leads delegates to achieve sales advances that build value for both customers and their own organisations. The programme includes real world planning sessions to ensure that the new skills become embedded and that you achieve long-term sales improvements.

Objectives

By the end of any of our 3 programmes, participants will;

- have analysed the strengths and weaknesses of their present selling style
- be able to describe the psychology of customer needs
- understand how major buying decisions are made
- be able to influence all members of a decision making unit
- have demonstrated the key behaviours used by effective salespeople in their verbal interactions with customers
- have a framework for planning sales calls in terms of these behaviours
- have practised behaviours that greatly reduce the likelihood of objections
- have frequently and objectively measured their performance compared with the skilled behaviour model and created an action plan for continued development of the skills after the programme.

Content

- The psychology of decision making
- Opening the call
- Uncovering and developing customer needs
- The SPIN® model:
  – Situation Questions
  – Problem Questions
  – Implication Questions
  – Need-payoff Questions
- Demonstrating Capability
- Practical tools to analyse and organise a Persuasive Case
- Obtaining Commitment

"

For the first time we had to learn to listen rather than simply talk to our customers. Easy to say, much harder to achieve… However, improving the consultative sales skills (SPIN®) of our people in this way, as part of a more systematic process, offered us a unique opportunity to create clear competitive advantage for RSA in a tough insurance marketplace.

RSA

"

SPIN® Selling

Delivery Options

Not everyone has the same circumstances or learning preferences. Our SPIN® training programmes are available in two delivery options. Each shares the same proven SPIN® concepts but in a manner to suit different individual and/or company's requirements.

Option 1.

Classic 3 day training room

The classic 3 day training room option is an intense learning experience.

Participants join the course in either Leeds or London for 3 days of deep immersion in the principles and practice of SPIN®. Participants study each key component then execute through recorded role plays. An expert SPIN® facilitator monitors progress and provides individual guidance on behavioural improvement. Participants receive a practical workbook and a comprehensive reference book so that reinforcement begins once the training ends.

As part of ongoing reinforcement participants can also access the myHuthwaite platform for insights, refreshers, tools and resources to keep skills fresh and to support implementation on the job.

Who is it for?

The classic 3 day training room option is ideal for participants who prefer to learn in a distraction-free environment away from their normal pressures. It's a popular choice for those who learn best in an intense and concentrated environment and timeframe. It's also suitable for teams who have an important and forthcoming sales opportunity and want to be prepared quickly.

Option 2.

Collaborative 7 week programme

Launched in early 2017 the collaborative 7 week programme is quickly becoming our most popular SPIN® delivery option. Participants step into the SPIN® online collaborative environment at the start of the programme and together with their fellow participants and a expert trainer, embark on a 7 week journey to SPIN® effectiveness.

Skills development happens in a two day classroom event supported by 4 weeks of virtual assignments and interaction. Open and transparent collaboration with peers and a team of expert facilitators help generate energy and a little healthy competition to keep everyone engaged.

Who is it for?

The collaborative 7 week programme is a practice-based choice for those companies or individuals who want to invest in a more prolonged approach to embedding behavioural change. By developing new skills on the job, over a longer period of time and with ongoing support, both from peers and the SPIN® experts, participants are in the right environment to learn; as well as seek deep and lasting behavioural change.

It's a more flexible option that can fit around normal duties. It's also ideal for individuals who don't enjoy learning under pressure but thrive in a space that is both collaborative and nurturing.

The programme is divided into 3 stages:

> By increasing the impact of each sales conversation, SPIN® is definitely contributing to a shorter – and more successful – sales cycle!
>
> SAP

Stage 1. Acquire knowledge

Weeks 1-2

- Participants and trainer meet each other in the online collaboration environment.
- Set assignments provide a space for sharing knowledge and gaining expert feedback around the core concepts of SPIN®.
- Participants set targets and reflect on the concepts of SPIN® in relation to their own products, services and customers.

Stage 2. Skills and practice

Week 3

- Participants meet their new online colleagues in person for the first time in a two day classroom event.
- Activities completed in the online collaboration environment are built on with further insights, roleplays and feedback from the expert SPIN® facilitator.
- The trainer adapts the discussion to the work completed so far and addresses individual needs.

Stage 3. Reinforcement and embedding

Weeks 4-7

- Back in the virtual classroom participants complete further assignments.
- As they begin to implement SPIN® with live clients, insights videos, refreshers, tools and guidance are available at the point of need, as are peer-to-peer support and trainer feedback.

Once the programme has ended participants continue to access online modules, digital tools and the latest commercial behaviours research via our global learning platform myHuthwaite.

Click to view course dates

huthwaiteinternational.com/open-courses or call us on +44 (0)1709 710081 for more information.

Find out how seven companies improved their sales performance through SPIN® Selling

Free research report download

huthwaiteinternational.com/business-case-spin-selling/

> SPIN® proved ideal, as it provided us with the techniques and disciplined approach we needed in order to understand client needs and so build longer-term and more profitable client relationships.
>
> EY

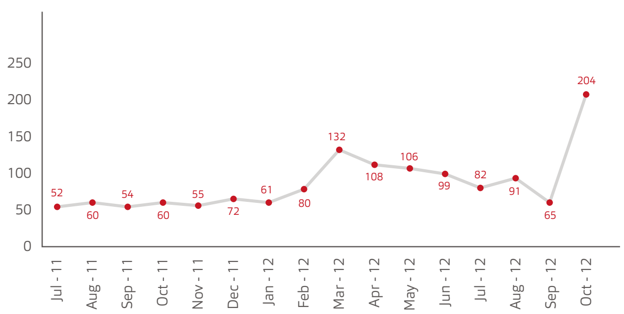
PITCH Selling

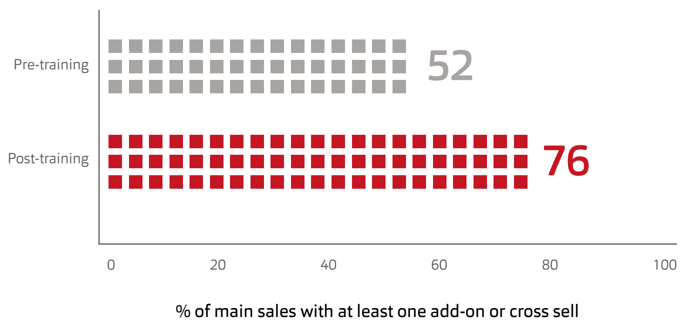
Overview

How Can Salespeople Use a Consultative Approach, Focused on Meeting Customer Needs, When They Only Have Limited Interactions With Their Customers?

Carrying out a sales conversation that demonstrates true value needs subtlety and thought. Can this really be achieved when time is short? It can.

Number of received new application – small business





The PITCH programme uses research into shorter cycle selling environments (three interactions or fewer) to enable sellers to use a consultative, customer based approach even when their interaction time is limited.

PITCH improves conversion rates, revenue per sale (through add-ons and up-selling), and customer satisfaction.

We Help You to Address Issues Like These:

- "To continue to grow as a business, we need our internal sales teams to become order makers – not just order takers"
- "Our sellers have become incredibly reactive – they wait for the customer to tell them what they want – there is no exploration of additional needs or the reasons behind the request"
- "Previous training programmes focusing on asking more questions just haven't been effective. Our people need more than basic 'ask open questions' training, even on the shortest calls"
- "Our sellers just push the technical specifications of our products, without explaining how they differ from our competitor's products"
- "The proactive sales teams need to improve their skills at keeping prospects on the telephone – some are too pushy and some are not pushy enough!"

By delivering a set of essential skills that provide a consultative approach with customers, sellers can uncover and align needs with products and solutions that are effectively differentiated against those of the competition. We use tools to plan effective sales calls and to measure behaviour against researched best practice. Sellers improve over the course of the programme and develop their performance once back in their roles.

This will enable;

- improvements in conversion rates, delivering:
  – increases in new business acquisition
  – decreases in the length of sales cycles
  – improvements in revenue
- increases in the value of sales achieved, delivering:
  – lower cost of sale
  – higher profit.

> If we want to justify a price premium, we really need to understand our customers' needs, to show that we can meet their requirements. Building relationships has been the basis of our success, our new questioning techniques are putting our customers and their requirements at the heart of the relationship from the very first meeting.
>
> Oxford Innovation

Programme Overview

The PITCH Selling programme is appropriate for anyone involved in the sale of products or services where one to three interactions are needed to secure a sale and buying decisions are made by one or two decision makers. It will suit face-to-face and telephone based sellers, operating in either business to business or business to consumer sales environments, if they need a consultative sales approach that differentiates products and services against the competition, based on the customer's needs.

Objectives

By the end of the programme, participants will;

- identify where their customers are in their decision process, and adapt their approach accordingly
- understand what motivates – and prevents – customers from making buying decisions
- use appropriate questions to identify customer needs
- identify the key differentiators for their products and solutions
- describe solutions persuasively
- structure their conversations effectively and adapt that structure appropriately
- plan and prioritise sales approaches
- carry out effective opening statements on prospecting calls
- increase the value of the sale, to generate additional revenue and profit.

Content

- Why customers buy – the stages of making a purchasing decision
- Competitive differentiation
- The PITCH model:

– Presenting yourself: Prioritising prospects, effective call planning and persuasive outbound opening statements

– Investigating needs: Clever questioning to uncover needs and buying criteria that align with differentiators

– Tempting customers: Persuasive descriptions of how products/services meet customer needs

– Commitment gaining: Attaining high levels of commitment, reducing and handling objections

– Handing over: Positive call conclusion and next steps

- Growing the sale through add-ons and up-selling.

Methodology and practical issues

The programme comprises input, exercises, discussions, roleplays and real world application. Delegates work in small groups and pairs to practise applying PITCH behaviours, and analyse their own skills against the PITCH behavioural framework. It is usually delivered by one Huthwaite consultant for a maximum of twelve delegates.

Click to view course dates

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Account Strategy For Major Sales

Overview

Commoditisation, Price Pressure, Competition, Benchmarking, Procurement Practices, Incumbents, Internal Politics, and Spending Decisions Signed Off at Board Level.

In some opportunities it feels more like navigating a minefield than a sales opportunity – particularly when your competitors are strong.

So, a compass, a process and a methodology that have been field tested in bad times as well as good could help you to out-think, out-manoeuvre and out-sell the competition, and confront the challenges you now face.

Huthwaite has been researching best practice in winning major sales for forty years. The insights and techniques that we have established during that time form the basis of this programme.

For example, sellers need to understand the psychology behind making high value purchasing decisions in order to personalise their approach to each member of the Decision Making Unit (DMU). They need to map and navigate the DMU – who to meet, when and about which issues. Effective sellers evaluate their competitive position and potential risks using the same techniques as the customer – and then use that analysis to differentiate their solution and resolve customers' concerns. The most skilful understand that each individual sale is an opportunity to establish relationships that will live on beyond this sales cycle and contribute towards influencing the next.

We Help You to Address Issues Like These:

- "We can't seem to get to the real decision makers or verbalise a persuasive value proposition when we do"
- "We don't have a proactive win strategy that starts before the need is even evident and ends in a fully-delivered customer engagement"
- "Procurement seems to be calling the tune and keeps telling us that the only differentiator is price"
- "Our CRM system is fine at telling us where we are now, but not what we should do next"
- "Our team finds it hard to describe real progress in the opportunity in a way that we can all understand, and use as a basis for forecasting"
- "We need to understand what the competitors are doing, and how the prospect thinks of us in relation to them"
- "Even when we've shown that we understand customers' needs, they still don't always see us as the obvious supplier"
- "We lose deals just when we think they're in the bag."

By delivering an understanding of how people and organisations make major buying decisions, we show sellers how to develop effective engagement and navigation strategies, how to improve the match between what the customer needs and what you can offer – and in doing so, help develop a winning business case.

This will enable;

- practical techniques with which to understand and influence the customer's decision drivers: reinforcing the needs you can meet and redefining the ones you can't
- tools for analysing and handling the competition by maximising your differentiators and minimising theirs
- mapping for the DMU, showing who to speak with, in what order and about what issues
- the means to record where you are in the opportunity, plan what to do next and develop tactics to do it
- methods for preventing losses late in the sales cycle.

"Thank you for the tough and inspiring days we had in Holland. It was the best sales training I ever had and the skills you gave us will certainly be of great use in the future.

Jan Thörnberg – EAO"

Programme Overview

The Huthwaite programme is aimed at individuals and/or teams that need the right mix of skills, processes and tools to win more opportunities. Built around a business simulation that recreates a competitive sales opportunity, delegates compete to devise and execute strategies and tactics that win the deal. Ultimately, it's what delegates do face-to-face that wins or loses them the business – just as in real life.

Objectives

By the end of the programme, participants will;

- create better access to the real decision makers and better verbalise their value proposition and business case
- be able to describe the psychology of customer needs
- navigate the DMU more effectively
- demonstrate a proactive win strategy and be better prepared to handle the competition
- describe their progress in the opportunity with clearer objectives around what to do next
- pre-handle and manage late-cycle concerns.

Content

The buying cycle

- The psychology of complex buying behaviour
- Account Entry Strategy
- How to map the decision making unit so that you are talking with the right people, at the right time, about the right issues.

Decision criteria

- How customers arrive at the decision criteria they use
- How to influence the criteria in your favour.

Competitive analysis

- Principles of competitive advantage and 'hard' and 'soft' differentiators
- Buying criteria – how customers evaluate competitive offerings and how you can influence their Decision Guidelines in your favour.

Customer concerns about risk

- Why sales stall close to the decision
- Why selling skills don't help you at this stage
- How to resolve concerns to your advantage.

Methodology and practical issues

As well as orchestrating the business simulation, we give sellers coaching to embed these repeatable, real life skills. We help them to apply the learning to a real opportunity they have brought with them – using our opportunity management tools where appropriate.

This is typically a three day programme for up to twelve delegates delivered by two trainers.

We also provide post course reinforcement via e-learning, which gives delegates the best opportunity to achieve long term behaviour change.

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SPIN® Marketing

Overview

Sales and Marketing – Two Functions Separated by a Common Goal

"If marketing people even half understood what we salespeople are trying to do, then our website, brochures, blogs, advertising and media coverage would all be twice as good."

"Why do salespeople ignore the quality leads that we marketing people generate for them until long after they've gone cold?"

In many organisations, another word for the Sales/Marketing Interface is conflict. In other words, the two functions are misaligned. This programme is about re-connecting the ways Sales and Marketing think about customers, so that they can act in harmony.

Huthwaite has spent 40 years helping organisations to improve their sales effectiveness, and one of the obvious factors in organisations that succeed is the alignment between Sales and Marketing.

So when we work with clients to improve the effectiveness of their sales force, one of the critical functions we try to engage early is Marketing – that way we can ensure that they align with the behaviour change we create in the salespeople, which is a big step towards getting message, media and sales conversations congruent and joined-up. This alignment is critical to maximising the business impact of lasting behaviour change, which is why organisations put so much effort into training and coaching in the first place.

We Help You to Address Issues Like These:

- "Salespeople complain that our marketing collateral isn't working – so they either don't use it or don't use it as we intended"
- "Salespeople continually fail to make the most of our brand – we are well differentiated in the market but your solutions as being rapidly commoditised by the customer"
- "Messaging that appears fine at a market level, seems to get diluted by the time it reaches customer level"
- "Value propositions are open to different interpretations by each seller who engages with a prospect"
- "Our marketing efforts, especially for newly launched products, are poured into describing what they are and what they do – instead of what they can do for our customers"
- "Our best new products fail to achieve the post-launch results expected of them."

By delivering a full understanding for marketing professionals of the terminology and methodology that colleagues in sales will have been trained to use at a call execution level, the programme allows Sales and Marketing to work together cohesively and provides a consistent message to buyers and the market place more generally.

This will enable;

- a consistent definition of the term 'benefit', for Sales, Marketing and the customer
- tools and techniques for differentiation that go beyond the general market or segment level, to see what will really help you build value alongside your sales colleagues
- a tool to construct persuasive arguments valid at both a market and a customer level
- practical steps in developing marketing collateral that has resonance with the way we are teaching your salespeople to sell – this improves the impact on the customer and the take-up of the sales force
- an understanding of where various marketing activities fit within the buyer's decision cycle.

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Huthwaite International's approach to sales and marketing has helped us define, develop and align our messages and promote our mission – that medical staff get patients better and out of hospital as effectively and quickly as possible.

Biomet Europe

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Programme Overview

In this programme, we pay close attention to real, current examples from your current or planned marketing campaigns. We expect to provide a good deal of design flexibility based on each client's marketing function and the type of activity they need to undertake, whether the bias is more towards traditional brochure and press activity, or heavily dependent on LinkedIn, Twitter, Facebook and the other social media. The focus will be on understanding and applying SPIN® concepts to the marketing communications you generate, offering practical guidance and insights into best practice and how this can be integrated within your organisation.

SPIN®, is a researched model of verbal behaviour. It's an acronym that stands for the different types of questions asked by successful sellers in high-value, business-to-business sales where the buyer has to see the value of the solution. For the sales force, the training has introduced a common language and a buyer focused way of thinking about the product or service you offer. Now it's your turn in Marketing.

Objectives

By the end of the programme, participants will;

- understand the psychological process customers go through when making major buying decisions and the implications for Sales and Marketing
- be able to conduct competitive analysis at a market and product level to leverage branding and differentiators
- be able to build a comprehensive persuasive case around their strongest differentiators
- have applied SPIN® based messages in their real case marketing examples
- have evaluated how customer-centric their existing marketing examples are.

Content

The buying cycle

- The psychological phases that buyers go through when making significant buying decisions.

The SPIN® Selling model

- How successful salespeople create the need for change then influence the customer's perception of value for their solution
- The most persuasive way to talk about your solutions.

Decision guideline analysis

- A methodology to evaluate the customer's buying criteria and optimise your competitive position around your key differentiators.

Persuasive case analysis

- Using SPIN® to reverse-engineer your products or services to arrive at the added value the customer will gain from your solution.

Customer concerns

- Why they arise and how they block sales
- How the right marketing messages can pre-handle and neutralise them.

Product launches

- Perfectly good new products sometimes fail to achieve the post-launch results expected of them. Very often, it's salespeople who get the blame – we have research that suggests that the way that Marketing launched the product is at fault
- How Marketing can position new products as problem solvers to prompt early adoption by customers and help the sales force make full and immediate use of their SPIN® selling skills.

Methodology and practical issues

This two-day programme is facilitated by a Huthwaite consultant for up to twelve delegates.

Real case work is integral to the design and this would be identified, and teams allocated to cases, before the programme starts.

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VBA™ Negotiation

Overview

Every Professional Negotiates Something, Sometime, Somewhere

Whether you are buying, selling or making a case internally, chances are that there will be room for some variation of terms, and issues to be traded.

But do you know how to think through what those variations and trades might be, and how to get them agreed in your favour? If you don't, could it be costing you or your organisation time, money or some other scarce resource?

Most people in business probably spend more time negotiating than they realise. Some of those negotiations are set-piece, scheduled, formal meetings. Others might happen unexpectedly.

Think about the site visit when, as you are about to leave, your client asks you to make some small upgrades. Or the supplier's phone call to tell you that delivery of your goods is subject to longer lead times from now on. Or the internal meeting where you and another department both need the only in-house Java programmer for urgent projects.

What Does VBA Stand For?

VBA stands for Verbal Behaviour Analysis, the research and training methodology that underpins all Huthwaite programmes and that aims to give you the skills to behave as closely as possible to our validated models of successful people achieving successful outcomes.

We Help You to Address Issues Like These:

- "We sometimes get caught unaware by a conversation that turns into a negotiation we haven't prepared for"
- "A lot of the everyday business interactions we have with clients leave us with the worse end of the deal"
- "Resolving contentious issues is never smooth, and tends to damage the relationship afterwards"
- "Even when we know we are facing a scheduled negotiation, we don't really know how to plan to get what we want"
- "Somehow, we always seem to be the less powerful one when we sit down to negotiate anything"
- "Our negotiations aren't usually all that complex, but plenty can still go wrong"
- "When we get face-to-face with the other party, we don't know what we should be saying, and how to say it."

By delivering a practical immersion in the key skills and actions that will increase the success rate of your negotiations, the programme allows familiarisation with the models for structured preparation and planning. It offers ample live opportunities to hone skill at managing power and developing strategies for bargaining. It also provides a set of tools that can quickly become the default method for thinking through negotiation strategies – even when called upon to negotiate at short notice.

This will enable;

- a common language, skills and tools that can quickly come to pervade your organisation with clarity and precision
- the skills and confidence to conduct the negotiation and develop mutually agreeable outcomes
- the ability to differentiate negotiating, and other commercial activities with different skill sets – such as selling
- an effective process for robust and reliable preparation and planning
- strategies and tactics for use when you come face-to-face in negotiation
- an understanding of how to assess and adjust the power balance
- insight into the behaviours that successful negotiators use most effectively.

Programme Overview

The Huthwaite VBA Negotiation programme is for people – whether they come from sales, procurement or any other part of the modern organisation – who regularly negotiate about a relatively small range of issues (usually not more than half a dozen), who do so quite frequently and often deal with another party in the form of a one-to-one conversation.

The topics of their negotiation are often fairly similar from one day to the next which means that they will have the autonomy or mandate to agree terms without referral back inside their organisation for additional complex scenario planning. (We offer another, different programme for those more complex negotiations.)

The learning will give your people tools and skills to avoid concessions, reach swiftly agreed conclusions, sustain good relationships with customers and/or suppliers, and approach all the negotiations that they typically face with renewed confidence.

Objectives

By the end of the programme, participants will;

- understand the differences and relationship between selling and negotiating
- prepare and plan in a structured way, using the VBA Success Model
- develop strategies and tactics to manage the movement of the negotiation to a desired outcome
- understand where power comes from in negotiations and develop bargaining strategies that will bring about the best outcome
- confidently use the behaviours in the VBA Success Model in face-to-face negotiations
- develop strategies for maintaining a positive climate and dealing with negative tactics
- create an Action Plan for continued development of the skills.

Content

Preparing for the negotiation

- Setting objectives and fallbacks
- Tradable issues and trade-offs
- Best, target and worst trading limits
- Calculating the other party's position.

Planning the negotiation

- Evaluating strengths, weaknesses and power
- Creative, leveraged trades
- Using a structure based on the four stages of the negotiation to plan for each stage
- Common ground, long-term v. short-term.

Negotiation skills

- The researched behaviour success model
- Comparison of own behaviours with those of the research model
- Handling the other party's tactics.

Methodology and practical issues

The two-day classroom programme is preceded by about two hours of e-learning. Topics include: defining negotiation, negotiation in the Buying Cycle, objectives and fallbacks, power, bargaining and an introduction to the case study.

In the classroom, delegates do short exercises to practise the behaviours which Huthwaite has identified as key to effective negotiation and get short inputs from the trainer on key negotiation topics. Delegates also prepare, plan, conduct and evaluate small group negotiations, during which they observe, analyse and give feedback on each other's negotiating behaviours, using the VBA Success Model.

With this cycle of input, practise, evaluation and feedback we promote the development of skills during and after the course.

The two-day classroom event is staffed by one Huthwaite trainer for up to twelve delegates.

We also provide post course reinforcement via e-learning, which gives delegates the best opportunity to achieve long term behaviour change.

Click to view course dates

huthwaiteinternational.com/open-courses or call us on +44 (0)1709 710081 for more information.

How do world class organisations negotiate? Find out how your business compares

Free research report download

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VBA™ Complex Negotiation

Overview

The Quality of Your Deals is Decided at the Negotiation Table

It isn't often that you manage to conclude a commercial deal at the originally offered price or scope. Negotiation is part of nearly every significant sales and procurement process.

Huthwaite has objective research into what happens in successful business negotiations across the world's diverse cultural settings.

We understand what happens in a successful negotiation and what it is that skilled individuals do. We work with some of the world's most admired sales and procurement organisations to develop the most effective negotiation strategies and tactics, together with rigorous and effective planning methodologies. Uniquely, we've studied the effective behavioural skills that go together to make the world's best negotiators achieve the most effective and workable outcomes for all parties.

What Does VBA Stand For?

VBA stands for Verbal Behaviour Analysis, the research and training methodology that underpins all Huthwaite programmes and that aims to give you the skills to behave as closely as possible to our validated models of successful people achieving successful outcomes.

We Help You to Address Issues Like These:

- "We've no common negotiation process, language or tools"
- "The other party is better organised and divides and conquers our negotiation team"
- "The focus on price means our organisation ends up conceding and being pushed towards a worse deal"
- "Our negotiators appear powerless, particularly in negotiations with large sophisticated organisations"
- "The other party uses aggression and we're usually involved in a conflict, with negative consequences for the deal and the relationship"
- "We keep signing deals that are costly, where margins are squeezed and the relationship is damaged"
- "Getting a mandate internally is almost as difficult as dealing with the other party."

By delivering an effective profile of what skilled negotiation performance looks like compared with the average, the training provides the opportunity for individuals to benchmark their skills against a researched tried and tested behavioural skills model. This happens through realistic negotiation case studies, and by setting objectives for measurement and skills improvement. It also provides a set of comprehensive negotiation tools for planning that is easily shared with colleagues and allows everyone to understand their power and leverage throughout the process.

This will enable;

- a common language, skills and tools that can be shared with colleagues and so present a common front to the other party
- the skills to manage the negotiation, develop mutually agreeable outcomes and facilitate an effective implementation
- skills and tools to negotiate increased value and profitable deals
- more confident and effective negotiators, even when dealing with difficult people
- skills and tools to understand where your power lies and the tactics and strategies to use it to get a better deal
- the ability to identify where your organisation has leverage and to use this for a workable and profitable deal
- improved negotiation processes: before, during and after the negotiation.

Programme Overview

The VBA Complex Negotiation programme is for anyone who negotiates as part of their job, whether as part of a team or as a principal negotiator, as a buyer or seller – or for intra-company negotiation. You will gain insights and skills to understand what is really important in your negotiation and how to secure the best outcome, through direct experience of strategy, tactics, preparation, planning, and a unique behavioural success model. The learning will equip you, immediately, to avoid simple concessions, conclude sustainable deals, surrender less margin in a sale, save money in a strategic purchase, and have a framework for future negotiation.

Objectives

By the end of the programme, participants will;

- have a framework for analysing the context of the negotiation and preparing an optimal negotiating position
- differentiate between preparation and planning
- be familiar with best practice tools
- be able to plan a variety of tactics to manage movement towards a desired outcome
- understand how to open and conclude a negotiation
- understand the concepts of levers and bargaining and how to apply them
- be able to describe and use the key behaviours used by effective negotiators
- be able to describe and avoid the behaviours that have a negative effect on negotiations
- have strategies for maintaining a positive climate, dealing with 'dirty tricks' and overcoming stagnation or deadlock
- have received constructive and objective feedback on their performance compared with the Skill Model and created an Action Plan for continued development after the event.

Content

Preparing for the negotiation

- Setting objectives
- Evaluating fallback positions
- The hierarchy of tradable issues and trade-offs
- Best, target and worst trading limits
- Calculating the cost of concessions
- Anticipating 'their' position and tactics.

Planning the negotiation

- Evaluating strengths, weaknesses and the power balance
- Creative leveraged trades
- 'Diminishing return' concession strategy
- Common ground, long-term versus short-term issues.

Negotiation skills

- The researched VBA Success Model
- Skills for persuasion, managing the power balance and bargaining
- How to maintain the climate, resolve deadlock and conclude the right deal
- Handling low reaction and 'dirty tricks' by the other party.

Methodology and practical issues

A typical three day programme consists of interactive exercises and several rounds of negotiation simulations – followed by expert feedback and review.

The small group negotiations are observed by a coach. Delegates are encouraged to analyse strengths and weaknesses of their preparation and planning processes, and then receive detailed feedback on their own behaviour profile compared to the VBA Success Model.

This cycle of input-practice-feedback helps to track the development of participants' behaviour and equips them with an awareness of their own skills, together with a practical set of Huthwaite Negotiation Tools so that skill improvement can continue post-course.

The three day classroom event is staffed by three Huthwaite Consultants, for up to twelve delegates.

We also provide post course reinforcement via e-learning, which gives delegates the best opportunity to achieve long term behaviour change.

@Huthwaite_Intl
huthwaite-international
TheHuthwaiteGroup

United Kingdom (global headquarters)

Hoober House
Wentworth
South Yorkshire
S62 7SA
United Kingdom

Tel: +44 (0)1709 710 081
Email: info@huthwaiteinternational.com

Nederland

Huthwaite International BV
Papendorpseweg 100
3528 BJ Utrecht
Nederland

Tel: +31 (0) 30 799 1001
E-mail: info@huthwaite.nl

Danmark

C4 Videncenter
Krakasvej 17, DK-3400 Hillerød
Copenhagen
Danmark

Tel: +45 2670 0356
E-mail: ahjort@huthwaite.dk

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