

Is negotiation in
your company's
DNA?





The ability to adapt is the ability to survive

Adaptability, prioritisation and exploitation are the keys to a successful organisation. Negotiation is the skill that unlocks these. An organisation that has negotiating in its DNA is better equipped to handle challenging conditions.

Scotwork can help you become a Negotiating Organisation.

**WE HAVE IDENTIFIED 9 KEY STEPS TO THE
TRANSFORMATION PROCESS.**

1. Is negotiating culture at the heart of your business?



Is there a command and control culture that expects people to follow instructions or are they allowed to be flexible, as long as the correct outcome is achieved?



Does the internal culture encourage people to interrogate demands and requests from other departments?



Do people expect to have their proposals challenged by colleagues?



Are the managers empowered to make decisions and are they supported by senior management if they turn out to be wrong?



Do different departments work collaboratively so that a concession gained by one department which benefits another, is equally valued?



Does the management team have a “can do” mentality when facing difficulties?

2. Do you support a culture of long-term value creation and relationship building?

Is the business driven by short-term targets to deliver sales and profits?



Would you exploit short-term market conditions to maximise your profits even it means upsetting a business relationship?



Do you regularly rotate managers to ensure they do not begin to build over-friendly relationships with customers or suppliers?



Do you regularly ask your existing suppliers to rebid for their existing business?



Do you use arm's length procurement procedures to remove personal preferences?



Do your purchasing staff adopt aggressive tactics towards suppliers?




3. Do you see increasing the negotiating performance of your people as central to attaining your business goals?

- Is negotiating ability one of the selection criteria when recruiting?
- Is negotiating defined as one of the core competencies in the business?
- Can you identify individuals whose superior negotiating ability has led to above-average outcomes?
- Does the negotiating performance of your team affect your sales and profitability?
- Is negotiating skills development part of your normal learning and development regime?
- Do your managers coach their teams in negotiation skills?

4. Does your team understand what defines a “great” negotiation outcome for the organisation?

- Do you routinely define the optimum negotiated outcome for a given group at that point in time and share that with the group?
- Do you consider multiple factors in defining a good deal, or is it narrowly focused?
 - Do you analyse deals and measure them against the success criteria?






5. Have you aligned the negotiators' and implementers' performance incentives with the definition of successful negotiation?

- Are commission and bonus schemes paid for different criteria than those defined in the “great negotiating outcomes”?
- Do you recognise and reward good deals?

6. Do you leverage information, insight and expertise wisely across the organisation?

- Is the information you capture about negotiations factual or qualitative?
- Aside from facts and data what qualitative information do you collect about the negotiation?
- Do you record the other party's behaviour and tactics?
- What worked and what did not?
- Do you analyse what could have made the deal better, for all parties?
- Do you analyse failed deals to learn lessons?
- What is the source of negotiating wisdom in the organisation and is it available across internal boundaries?




7. Do you use an effective preparation process prior to major negotiations?

8. Do you have a common language and framework for negotiations?

9. Do your managers support the training process and integrate the lessons into actions?





**So how do
you begin
the journey?**

Negotiation Transformation

Scotwork can help guide you through a quick and simple process to become a negotiating organisation:

STRATEGIC THINKING

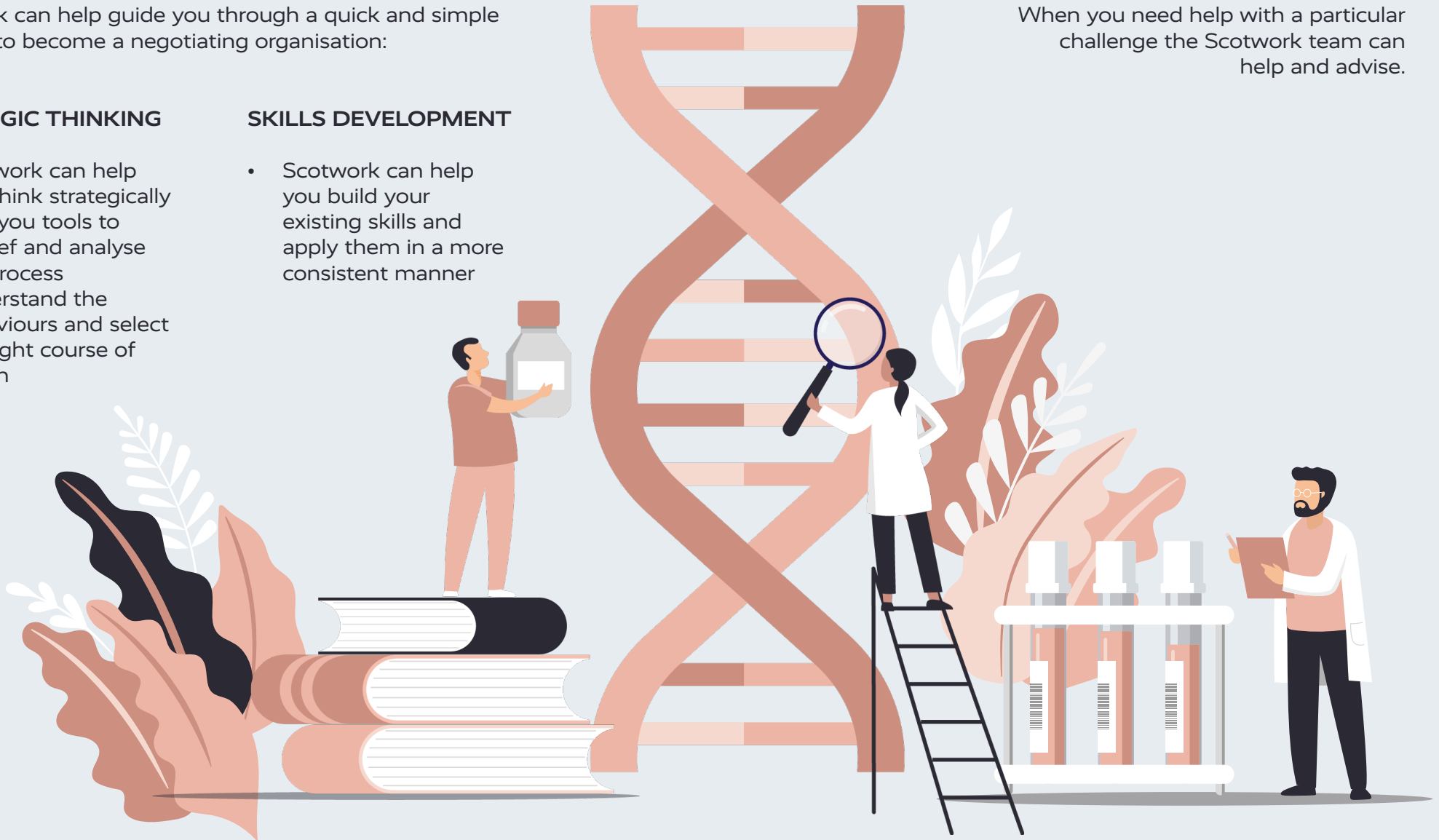
- Scotwork can help you think strategically
- Give you tools to debrief and analyse the process
- Understand the behaviours and select the right course of action

SKILLS DEVELOPMENT

- Scotwork can help you build your existing skills and apply them in a more consistent manner

Negotiation Consultancy

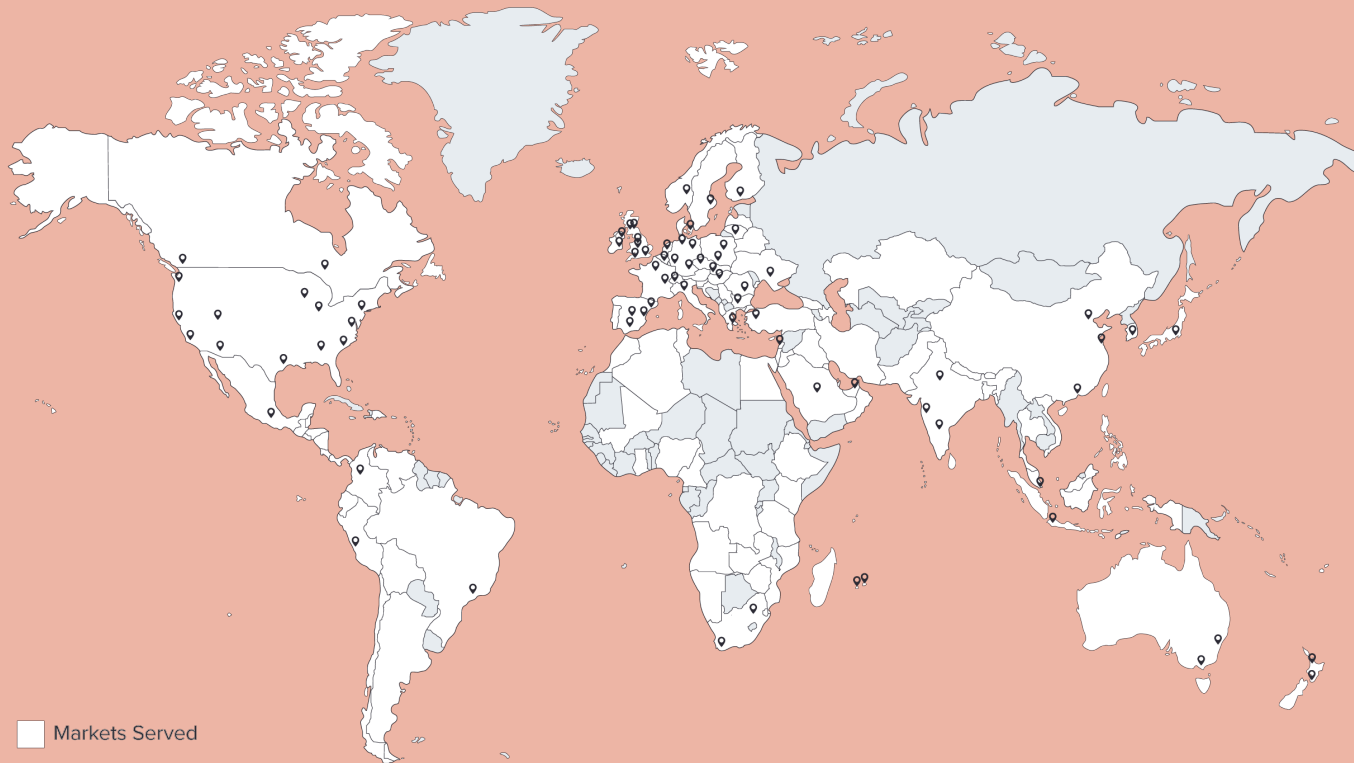
When you need help with a particular challenge the Scotwork team can help and advise.



About Scotwork

MAKING A REAL IMPACT WORLDWIDE

Scotwork has coached hundreds of thousands of senior managers in 29 languages. We have grown into the world's number one independent negotiation consultancy, operating in 46 countries. We work with organisations large and small across all sectors. After more than 45 years we are still giving people powerful skills that transform their lives, and handing businesses more successful futures.



Markets Served

Points Of Contact

Australia	Malaysia
Belgium	Mauritius
Brazil	Mexico
Bulgaria	Netherlands
Canada	New Zealand
China	Norway
Colombia	Poland
Czech Republic	Reunion Island
Denmark	Romania
Finland	Singapore
France	Slovakia
Germany	South Africa
Greece	South Korea
Hong Kong SAR	Spain
Hungary	Sweden
India	Switzerland
Indian Ocean	Turkey
Indonesia	Ukraine
Ireland	United Arab Emirates
Italy	United Kingdom
Japan	United States of America
Lithuania	
Lebanon	
Luxembourg	

Please contact us to find out more

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