

# THE COUNTER-INTUITIVE APPROACH TO COMMUNICATING WHEN OUTCOMES ARE CRITICAL



“Even the hardest exteriors can be smoothed with a little subtlety and perseverance”

## Influencing Negotiations

### Program Overview

Being a good negotiator is a crucial life skill for successful people whether in their professional lives in the corporate business environment or government public sector as much as it is in their personal lives.

It's as much a sophisticated skill that creates competitive advantage as it is a fine art form for preserving relationships and building trust. Regardless of the context, it's a skill worthy of exploring, developing and enhancing as you will no doubt come to rely upon it in many aspects of your life.

A successful negotiation can be construed as an opportunity to outwardly focus on the future, with joint exploration of opportunities in which new possibilities and mutual benefit can be derived.

As one determined and successful negotiator said after years of negotiating in the troubled Northern Ireland peace process, *“Regardless of how much our views differed or how much some issues remained unresolved and even when the process stalled or broke down and we lost our way, we could always come back to common mutual ground...stop the violence and loss of life, something we all wanted as an outcome”*.

Having the capacity to know what to agree on and then the ability to influentially persuade the other party to agree; requires expertise, considerable knowledge, practice and a well founded approach underpinned by a sound process in which preparation is key.

There is no silver bullet to being a good negotiator; good negotiators understand the benefit derived from gathering intelligence/asymmetric information, undertaking detailed appreciation, contingency planning, considering human relationships, trust and mutuality, evaluating opportunity cost and then rehearsing. And all this is done before you even start to exercise your prowess at persuasively communicating with the other party.

The CARM® Approach to Influencing Negotiations will provide you with a robust and proven framework to guide you through the three important phases of a negotiation; preparing for, participating in and following up on agreement/outcomes, all of which are designed to enable you to strengthen and enhance your communication and influencing capability. Developing these core skills will strategically position you to realise your full potential as a negotiator, and achieve the very best outcomes possible.



## Learning Outcomes

### Perspective on Negotiation:

- Describe the purpose and objectives of negotiation
- Identify different approaches to negotiation and the universal outcomes they are most likely to produce
- Identify common factors that increase success in negotiations or increase intractability

### Preparatory Measures – The Appreciation Process:

- Review a case for negotiation including planning and participating in a negotiation
- Apply a comprehensive Appreciation Process in preparation for a negotiation to elicit and critically analyse factors and determine courses of action crucial to the success of the negotiation

### Positions in Negotiation:

- Identify and examine different positions in negotiation and how they affect the negotiation process
- Outline the features and benefits of CARM®s “Principle Centred Approach” to Negotiation and distinguish these from an “Interest” driven approach
- Prepare a guide document/set of rules for establishing the terms of agreement at the commencement of a negotiation

### Principle Centred Influence Model:

- Outline CARM®s Principle Centred Influence (PCI) Model – providing a framework for achieving influence through collaborative communication
- Apply intrapersonal skills to manage stress and navigate pro-actively through instinctive and negative emotional thinking
- Communicate own and others concerns in a way that increases influence instead of increasing resistance
- Learn and practice CARM®s “soft power” approach to communication, moving embattled monologue to respectful and productive dialogue
- Participate in further negotiation activities to enable PCI skills to be practiced and de-briefed

### Emotional Intelligence Cognitive and Behavioural Process:

- Outline CARM®s unique Cognitive and Behavioural Map (linked to Emotional Intelligence) and trace how emotions and behaviour may be influencing decision making and outcomes

### Beyond Negotiation:

- Describe the processes for monitoring, reporting and following up on initial outcomes of a negotiation, including when to re-open negotiations
- Apply a tool to assist in de-briefing and reviewing a negotiation



## Key Benefits

- ✓ Improved outcomes in Negotiation
- ✓ Improved quality of decisions made in negotiations
- ✓ Improved capability to monitor outcomes and re-open negotiations productively
- ✓ Enhanced ability to review negotiations and implement continuous improvements
- ✓ Increased confidence in communicating through challenging and stressful negotiations
- ✓ Improved capability to persuasively influence in a negotiation
- ✓ Enhanced ability to analyse negotiation situations, people and emotions.

## Summary of Features

### Product Features

1. Reliable and unique approach leading to **“YES”** without wasting time and resources (*employing proven psychological principles*).
2. A tool to conduct a full Appreciation Process that improves decision making (*distinguishing the opportunity cost of “committing to” – versus – “withdrawing from” negotiations*).
3. CARM® Cognitive and Behavioural Map for negotiations (*understanding the role of emotional and behavioural intelligence*).
4. CARM®s Interpersonal Diagnostic – improving the ability to identify, assess and manage the emotions of self and others.
5. CARM®s Principle Centred Influence model (*applying psychological principles of Influence*).
6. CARM®s ‘Debriefing Negotiations’ – A tool that guides the review of key lessons learnt from an entire negotiation process, encouraging continuous improvement.
7. E-Learning support program incorporating modules on core interpersonal communication skills.

### Service Features

1. Programs are contextualised and delivered to your specific business and environmental needs and budget.
2. Comprehensive Individual Achievement Reporting providing detailed feedback against CARM® performance indicators.
3. Post service summary report of participant evaluations.
4. Complimentary ongoing subscription to “CARM® Reflections” (*authored articles to support continuing professional development - provoking thought and stimulating ongoing learning*).
5. Flexible delivery options including:-
  - Individually tailored coaching services.
  - Small group sessions of varying durations.
6. Individual preparatory support services including:-
  - Pre-negotiation skills practice sessions including rehearsals with video recording for self appraisal coaching and identification of areas for continual improvement.
  - Negotiation event reviews and support towards implementing “the next phase” of negotiations.

## Methodology in the Training

Learning is facilitated through a combination of approaches.

We link “current” knowledge with “new” knowledge – aided by learner engagement and reflective thinking techniques.

We identify and fill gaps through a combination of discovery learning (via challenging “learner driven” exercises) and direct action learning (aiming to create the “ah-ha!” effect on learners).

We reinforce the learning through challenging practical activities and practice sessions.

Participants complete an Appreciation Process to prepare for, participate in and review a negotiation.

Negotiation sessions can also be digitally recorded to enable playback, review and factual self evaluation.

Participants leave with a number of tools that are invaluable to the process and environment of negotiation.

## Who would benefit

- Executives (Personalised Coaching Services)
- Senior Managers (Business and Government)
- Private or public sector negotiators
- Professional Services Personnel
- Industrial Representatives
- Contract Managers (Sales and Procurement)
- Pro-active people looking to enhance self development.

“ *Sharing the same space  
doesn't have to be competitive* ”

## Further Information

For more comprehensive information about these CARM® Training Courses including detailed course outcomes, learning and assessment methodology and delivery options please phone our toll free number **1300 367 475** or email [contact@cartraining.com](mailto:contact@cartraining.com)

### CARM® Training

(Passmore Duff Pty Ltd)  
Suite 303, 354 Eastern Valley Way  
Chatswood NSW 2067  
Correspondence: PO Box 718  
Northbridge NSW 1560

Toll free **1300 367 475**

Fax **02 9475 4087**

Email [contact@cartraining.com](mailto:contact@cartraining.com)

Web [www.cartraining.com](http://www.cartraining.com)



The CARM® Approach

- essential for your customers
- critical to your business