

Effective Negotiations: Influencing Without Authority

2 Day Seminar

Seminar Overview

Effective negotiating skills are essential for survival and advancement in today's business environment. It is often understood that sales and customer service representatives need effective interpersonal skills. However, reengineering, restructuring, and other significant changes in organizational process have required that all employees develop a wider range of interactional/communication skills. As project teams become the key mode for organizational productivity, many organizations have discovered the need for skills which support more effective negotiations, collaboration, and conflict management. Although it may go unrecognized, such skills, which can result in successful interactions with colleagues, subordinates, customers, vendors and managers, are all negotiation skills.

What You Will Learn:

- The understanding of the importance of viewing project negotiations from the perspective of all project stakeholders involved.
- A definition and model for negotiations, including limits of an adversarial approach and the strengths of a collaborative approach across the five project management process groups.
- The importance of preparation, including the use of analysis to assess each party's project and personal objectives, issues, and benefits.
- The steps necessary for developing rapport, trust, and credibility, including verbal and non-verbal communication skills as well as the development of an effective listening model.
- The importance of conflict management, including how to deal with hostility and anger while focusing on the issues to be resolved within the project's triple constraints.
- The development of a collaborative approach for mutual gain, including problem solving versus bargaining in the construction of effective and realistic customer/ project teams agreements.
- Understanding and using power, including how to effectively use power in the collaborative process. Recognizing the authority and responsibility levels of all project stakeholders.
- Effective methods for handling "Power Tactics", including how to respond to hardball tactics and dirty tricks, allowing you to convert your potential "opponent" into your "partner", and going beyond the project's contract change management process.
- Gaining commitment and avoiding postponements, including the importance of uncovering and exploring acceptable alternatives and establishing effective responses to demand.