

**TRAINING COURSE
CATALOGUE 2018**



**BUILD CONFIDENCE IN NEGOTIATION OUTCOMES,
BOOST BUSINESS RESULTS**

RED SHEET SOLUTIONS

TOOLS

The family of Red Sheet tools to suit individuals, teams and organizations of all sizes wishing to master negotiation

TRAINING

High impact, intensely practical training courses based on our Red Sheet tools, delivered across the globe or via digital modules

RED SHEET ONLINE

Toolkit, resources and digital learning for professionals who are serious about achieving excellence in a negotiating role

MAKING IT HAPPEN

Our packages provide a complete suite of our Red Sheet tools, training and online resources for anyone who negotiates

redsheetnegotiation.com

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WHO WE ARE

Red Sheet® is a comprehensive program for people and organizations who want to excel at negotiation. We are known all over the world for our industry leading classroom training, education and team-building. Our training courses are built around our proven Red Sheet methodology, helping you to develop the skills and confidence to secure the best possible outcomes from negotiation situations.

Our training courses have been carefully designed to maximize the learning experience. Using an activity-based learning approach, we link training within the classroom to real experience and to the issues faced by our clients. In addition, the skills and expertise of our education teams means that we can bring the training to life with real examples and case studies. We combine a mixture of lecture styles, facilitated debate and use of video with group work to create a highly dynamic and engaging experience.

Our training is available in almost every country globally, with local language options in certain countries. Courses can be adapted for local cultures and ways of working. We offer both regular courses and fully customized training programs.



WHY CHOOSE RED SHEET?

We provide one of the most comprehensive suites of negotiation training and learning resources available anywhere in the world. Red Sheet's training courses, learning tools and packages are built to serve the needs of negotiators working in any industry and at any level. Today, Red Sheet is the collaborative planning tool of choice both for numerous private enterprises and public sector organizations around the globe.

NEGOTIATION

1-Day Introduction Red Sheet[®] Nano Training Workshop

This 1-day introductory negotiation training is based around the Red Sheet Nano and includes an introduction to the basics of negotiation planning, together with some practical training. It provides an introduction for those who conduct every day or one-on-one negotiations and helps those who attend begin to build the confidence and capability to negotiate with ease.

Based around the Red Sheet Nano negotiation tool, this awareness-level course takes delegates through the fundamentals of negotiation. The course includes developing a list of negotiables[®] and determining our negotiation power, and then how to develop a simple concession strategy and plan.

This course will equip delegates with some basic tools and approaches and enable them to begin to secure better outcomes from their negotiations by being more in control of the negotiation. The different sources of power in negotiation are explored and delegates are provided with a simple tool to assess and plan for the balance of power between parties. This course touches on some of the tactics and techniques that can help in a negotiation. The day includes some simple role play exercises so delegates get to put what they have learned into practice in a safe environment. This awareness-level course helps those learning to negotiate begin to develop their skills and provides a solid approach to follow.

This course is suitable for:

- Purchasing professionals
- Sales professionals
- Project managers
- Those negotiating internally (e.g., HR)
- Security experts (kidnap and ransom)
- Mergers and acquisition
- Governments and diplomats
- Anyone who negotiates

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to negotiation
- Determine what type of negotiation we need
- Assessing what scope we have to negotiate
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet Nano
- Developing our list of negotiables
- Determining our MDO/LDO and BATNA
- Building a concession strategy
- Determining our negotiation balance and how to influence it
- Winning tactics and techniques
- Videos from leading negotiators
- Negotiating remotely
- Simple role play exercises

Learning Objectives

By the end of this course delegates will be able to:

- Describe different types of negotiation
- Assess what scope there is to negotiate for a given situation
- Structure, plan and execute simple negotiations
- Determine and change the balance of power in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Apply a selection of tactics and techniques to help secure outcomes

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet Nano workbook
- A starter supply of Red Sheet Nano note pads
- A negotiator's guide to all popular tactics and techniques
- A certificate for all delegates who complete the course

NEGOTIATION

2-Day Red Sheet® Lite Training Workshop

This 2-day negotiation training course is based around the Red Sheet Lite and includes essential negotiation planning together with extensive practical training including a full role play. It provides winning approaches for everyday or one-on-one negotiation planning and helps those who attend to build the confidence and capability to negotiate with ease. The course takes delegates through the fundamentals of negotiation. It includes determining the requirements for a negotiation and developing a concession strategy. The different sources of power in negotiation are explored and delegates learn how to structure and plan for the negotiation meeting including setting target outcomes and planning the sequence of interactions needed to secure the required outcome.

This course will enable delegates to secure better outcomes from their negotiations, to be more in control of the negotiation process and have greater confidence along the way.

This course is highly practical and features extensive coverage of the tactics and techniques that can help in a negotiation as well as body language and verbal language. During these highly interactive sessions, delegates get to witness first hand some of the winning approaches and even try putting some into practice. The two days culminate in a simple team-based role play with immediate feedback. Delegates get to put what they have learned into practice in a safe environment.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to negotiation and the different types of negotiation
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Building a concession strategy
- Power balance and how to influence it
- Planning the negotiation event
- Managing the negotiation event
- Winning tactics for all stages of negotiation
- Body language – how to read your opponent, how not to give the game away
- Use of spoken language to influence outcomes
- Videos from leading negotiators
- Team role play
- Series of smaller role plays and practical exercises

Learning Objectives

By the end of this course delegates will be able to:

- Describe and determine what types of negotiation to use
- Structure, plan and execute simple negotiations
- Determine and change the balance of power in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language and verbal language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet Lite workbook
- A Red Sheet Lite desk pad
- A negotiator's guide to all popular tactics and techniques
- Body language workbook
- A certificate for all delegates who complete the course

NEGOTIATION

2-Day Intensive Red Sheet® Training Workshop

This 2-day intensive negotiation training course is based around the Red Sheet and includes most of the content found on the 3-day course but with a shorter role play negotiation. It provides winning approaches for negotiation planning and helps those who attend to build the confidence and capability to take on moderate to advanced negotiation. The course includes video examples of negotiation and interviews with leading negotiators. Over the two days, delegates explore in depth all aspects of negotiation, negotiation planning, and body language as well as the tactics, techniques and behaviours required for success.

This course will enable delegates to secure better outcomes from their negotiations, to be more in control of the negotiation process and have greater confidence along the way.

This course includes the personality module with the option of an individual psychometric assessment to evaluate personal negotiation style along with a module on negotiating across cultural boundaries. The course also features extensive coverage of the tactics and techniques that can help in a negotiation as well as body language. During these highly interactive sessions, delegates get to witness first-hand some of the winning approaches and even try putting some into practice. The two days culminate in a simple team-based role play with immediate feedback.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet® methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!

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Course Content

- Introduction to negotiation and the different types of negotiation
- Matching negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Negotiating across cultures
- Negotiator personality and adapting behaviour for the negotiation
- Assessing the other party
- Power balance and how to influence it
- Using game theory to structure the negotiation approach
- Building a concession strategy
- Planning the negotiation event
- Managing the negotiation event
- Winning tactics for all stages of negotiation
- Body language – how to read your opponent, how not to give the game away
- Videos from leading negotiators
- Team role play
- Post-negotiation reviews and lessons learned

Learning Objectives

By the end of this course delegates will be able to:

- Describe and determine what types of negotiation to use
- Structure, plan and execute complex negotiations
- Adapt negotiation for culture
- Match individual personality to the negotiation and adapt behaviour
- Determine and change the balance of power and the game being played in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes
- Conduct a post-negotiation review

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet workbook
- A starter supply of Red Sheet posters
- A country-by-country culture guide
- A negotiator's guide to all popular tactics and techniques
- Body language workbook
- A certificate for all delegates who complete the course

NEGOTIATION

3-Day Red Sheet® Training Workshop

Our most popular negotiation course, the 3-day Red Sheet negotiation training helps prepare and equip delegates with the theory, tactics and practical experience of negotiation that enable outstanding results. It provides winning approaches for negotiation planning and helps those who attend to build the confidence and capability to take on any negotiation. Over the three days, delegates explore in depth all aspects of negotiation and negotiation planning.

This course will help ensure you don't leave money on the table. It will enable delegates to secure winning outcomes from each negotiation they do, to stay in control of the negotiation process and to have confidence in their approach no matter what the scenario.

This course includes a module on personality with the option of a full psychometric assessment to evaluate individual negotiation style as well as a module on negotiation across cultural boundaries. Negotiation tactics and techniques are covered in depth as well as body language and verbal language. During these highly interactive sessions delegates get to witness first-hand some of the winning approaches and even try putting some into practice. The three days culminate in a full, team-based role play negotiation which is recorded on video and supplied to delegates after the workshop in MP4 format via email link.

This course is suitable for:

- Procurement professionals
- Sales professionals
- Internal negotiators
- Security professionals (kidnap and ransom)
- Anyone who wants to develop negotiation capability

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Individual psychometric assessment** – Evaluate your own negotiation style and obtain a full personalised report that illustrates your negotiation traits and how to adapt your behaviours for specific negotiations. Fully aligned with the Red Sheet methodology and available for individuals taking the course.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
- **Red Sheet supplies** – A full range of Red Sheet supplies: Red Sheet posters, Red Sheet Lite desk pads, Red Sheet Nano note pads, and other Red Sheet merchandise – a range of accessories to show the other party you mean business!

We charge per event based on a maximum of 20 delegates. Our fees include trainers, travel time (within the EU or US), preparation, basic customization and standard course hand-outs but exclude venue and facilities hire, reasonable expenses and VAT/sales tax where applicable. Certain locations are subject to fees for additional travel time (although our global network of staff means we have most major locations covered). Unless otherwise agreed, all intellectual property used in training or in hand-outs remains the property of Positive Purchasing Ltd and is provided on the basis that it is for use by the delegate who attends the training event in the course of their work for the company who engages us. Unless otherwise agreed, no electronic versions of the training materials will be provided. Making copies of, transmitting or distribution of any Positive Purchasing training materials is strictly forbidden unless we have provided a license to do so. The client is responsible for the provision of the training venue, delegate invitations, logistics and any equipment (as per our specification available upon request). We will supply a summary of course evaluations and feedback post event. Our payment terms are strictly 30 days from receipt of invoice.

Course Content

- Introduction to negotiation and the different types of negotiation
- Match your negotiation approach to the situation, objectives and type of relationship required
- Planning the negotiation event using Red Sheet
- Engaging stakeholders
- Negotiating across cultures
- Negotiator personality and adapting behaviour for the negotiation
- Assessing the other party
- Negotiating remotely
- Power balance and how to influence it
- Using game theory to structure the negotiation approach
- Building a concession strategy
- Planning the negotiation event
- Managing the negotiation event
- Tactics to open and explore
- Tactics to bargain
- Tactics to close the deal
- Dirty tactics and countermeasures
- Body language – how to read your opponent, how not to give the game away
- Use of verbal language – challenging non-specific language and using it to your advantage
- Videos from leading negotiators
- Video role plays: team negotiation
- Series of smaller role plays and practical exercises
- Post-negotiation reviews and lessons learned

Learning Objectives

By the end of this course delegates will be able to:

- Describe different types of negotiation
- Structure, plan and execute complex negotiations
- Adapt negotiation for culture
- Match individual personality to the negotiation and adapt behaviour
- Determine and change the balance of power and the game being played in a negotiation
- Determine requirements and outcomes and develop a concession strategy
- Begin to apply techniques around body language and verbal language to a negotiation
- Apply a selection of tactics and techniques to help secure outcomes
- Conduct a post-negotiation review

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour Red Sheet workbook
- A starter supply of Red Sheet posters
- A country-by-country culture guide
- A negotiator's guide to all popular tactics and techniques
- Body language workbook
- An MP4 video of their negotiation role play
- A certificate for all delegates who complete the course

NEGOTIATION

3-Day Red Sheet[®] Extension - 'Next Stage' Training Workshop

A 3-day 'next stage' specialist course for those already trained in Red Sheet. This specialist course takes learning and developing in negotiation to the next level and equips negotiators with some exceptional practical skills to secure outstanding results.

The course is built around Neuro-Linguistic Programming (NLP) principles and practice and, using individual and small group practical activities, equips delegates with some very powerful skills designed to secure the outcomes you need without your opponent understanding how you did it.

This course will ensure you realize your full potential for negotiation. It will give you great confidence in your approach and put you in complete control of the event, equipping you with some very practical approaches to ensure you don't leave money on the table in future negotiations.

Experienced experts in NLP and negotiation deliver this course and it covers the key aspects of NLP that are relevant for negotiation, building further upon the Red Sheet methodology. Practical one-on-one and small team negotiations build capability, all recorded on video and supplied to delegates after the workshop in MP4 format via email link. The course is designed to provide high-impact learning and development and for this reason we limit numbers to only small groups of 12 maximum.

This course is suitable for:

- Professional negotiators
- Procurement professionals
- Sales professionals
- Anyone with experience of negotiation
- Anyone who has completed a 2 or 3-day Red Sheet Negotiation course.

You may also be interested in:

- **Red Sheet Online** – Good negotiation results come from effective planning and Red Sheet Online provides negotiators with the complete suite of supporting resources needed to achieve a winning negotiation every time. Red Sheet Online provides a vast library of downloadable resources, electronic and online Red Sheet (with the facility for colleagues in other locations to collaborate on), our full tactics library, culture guide and on-demand high quality video tuition modules using the latest streaming video technology. Red Sheet Online is a subscription-based online tool that provides your team with the complete and regularly updated set of negotiation resources and support tools. Available on an annual subscription basis with significant discounts if purchased with classroom training.
- **Negotiation for Procurement Professionals** by Jonathan O'Brien – Winner of the ACA-Bruel specially commended award in 2013 by the Association of Purchasing and Supply Chain (CESA) of HEC School of Management in Paris – a must for any procurement negotiators. Includes the Red Sheet methodology and written with the procurement professional in mind. The author is also available to lead some courses.
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Course Content

- Recap on Red Sheet process and negotiation approach
- Reflection on negotiation experience so far
- One-on-one negotiations with facilitators/actors
- Building rapport – the importance of rapport and how to create and maintain it during a negotiation
- Representation systems – how people represent their reality
- Communication systems – how people communicate and want to be communicated to
- Chunking – Negotiating around what people really want not what they think they want; understanding others' motivations
- Personal strategies – Identifying the personal strategy of the opponent. Use of 'pattern interrupt' to reset the negotiation process
- Goal setting – Using well formed outcomes to set goals for negotiation outcomes
- Anchoring – Getting into the optimum state for the negotiation and using anchoring to influence the state of others
- Language patterns – Clarifying non-specific language to understand other people's positions accurately and using non-specific language and metaphors to influence outcomes
- Advanced body language
- Making team-based negotiations really work
- Planning and structuring advanced negotiations
- Small group role play (video recorded with feedback from leaders)

Learning Objectives

By the end of this course delegates will be able to:

- Identify how an opponent 'represents their reality' and how they communicate (and like to be communicated to)
- Identify what an opponent really wants, not what they say they want, and their personal motivators
- Identify the negotiation strategy others are using and apply 'pattern interrupt' to reset the negotiation process
- Use effective goal setting to secure desired negotiation outcomes
- Apply anchoring techniques to get oneself into the optimum state for negotiation and influence others' state during the negotiation
- Use non-specific language to influence outcomes and establish an opponent's position
- Apply a range of specific tactics and techniques to maximise outcomes
- Plan, structure and lead individual and group negotiations
- Align a supporting team to ensure they work in concert during the negotiation
- Use advanced body language techniques to read the opponent and influence them

What You Will Get

This training is delivered by two highly experienced negotiation experts and can be delivered exclusively for your company at almost any location worldwide.

Different language options are available, and a summary of course evaluations and feedback will be provided after the training.

Delegates will receive:

- A full colour 'Next Stage' Red Sheet workbook
- An MP4 video of their negotiation role play
- A certificate for all delegates who complete the course

