

# BUILDING TALENT



Maguire|zatt



## **A FRESH APPROACH TO A CHANGING WORLD**

**Improving profitability and value for money through our clients' commercial relationships is at the heart of everything we do.**

Over the last 15 years we've noticed people's roles in the workplace have been changing. Roles that were previously technical or administrative are becoming increasingly commercial.

For some employees the changes are exciting. They embrace the change and ambiguity that comes with the world of commerce, trading and negotiation. These are the people most likely to say "what if...". They are your future. Our 7A Skills Transformation Centres, a fresh take on assessment centres, are designed to spot them and our coaching, skills workshops and master classes are designed to stretch them.

For many employees the changes are at the very least uncomfortable and at worst stressful and frightening. Many feel as though they have been thrown in at the deep end. They probably have. You may know them as difficult, belligerent, resistant to change, obstructive, rut-stuck and cynical. We see them as a challenge – and in need of help. We're not promising to heal all your tired and weary, but we know from experience our skills workshops can make a real difference by helping them understand their changing world and give them the skills and structure to thrive in it.

Building a team of top talent to drive commercial success means making sure your employees have the right attitude, mindset, skills and knowledge. We have developed a fabulous mix of approaches to help you transform your commercial performance across functions and at all levels.

**These pages offer you a taste of what we have to offer.**



## PEOPLE CHALLENGE

**Along with our skills workshops, which you will find in this brochure, we have a fabulous mix of approaches to support organisations looking to transform their commercial performance across functions and levels. Here are some of them:**

**Coaching and technical mentoring** Supporting individuals with one-on-one sessions focused on their particular needs is the ideal solution when there is a need for rapid personal development; the organisation lacks the experience and/or time to assist an individual; and for senior managers wanting to rehearse ideas and get alternative perspectives.

**7A Intrapreneurs Skills Transformation Centres (STCs)** This is our fresh take on assessment centres, designed to help you identify individuals who have the X factor - the attitude and behaviours that go beyond mere technical competence – and predict with greater accuracy what someone will be like in the job. We also develop bespoke selection events based around your required competences and behaviours.

**Workplace mediation** Discrimination. Harassment. Pay. Promotion. Redundancy. Any of one of these can trigger a time consuming and expensive workplace dispute. Our mediation services provide a powerful alternative to fighting cases at a tribunal. Our trained mediators operate as an impartial third party to help disputing parties find a mutually acceptable resolution by considering a wider and more flexible range of outcomes than may be possible at a tribunal.

**Candidate profiling** Interviews can be a poor predictor of future performance. Our profiling services combine the best of psychometric and job profiling to provide insightful candidate notes, along with suggested interview questions, to help your interview teams make the right choices during the selection process.

## COMMERCIAL SKILLS WORKSHOPS

**Using our experience and knowledge of working across industry sectors, we have developed a portfolio of over 30 commercial skills training workshops to help you develop the commercial talent required to deliver excellence in your organisation. These pages provide outline details of our most popular programmes and will give you a flavour of the skills we cover.**

All our programmes are highly interactive workshops which blend theory with practical tools and techniques to help participants in their day-to-day roles. Each workshop combines tutor input, exercises and case studies to support learning and develop confidence in commercial decision making and to maintain participant interest and engagement.

Challenging. Thought provoking. High energy. Just some of the words people have used to describe our workshops. We use a faculty of tutors all of whom are highly experienced operationally as commercial managers and as presenters. All our tutors bring energy, passion, expertise and commercial pragmatism to the role. If we don't rate them, they don't get in front of you.

Heckle us. Question us. That's what we are here for. Think stand-up comedy and fringe theatre where each performance is different and you start to get an idea of where we are coming from. There is no script – we respond to your issues in a manner which is relevant to your business.

## OFF THE PEG OR TAILOR MADE?

From a one-day to week long, we excel at developing programmes to address the issues that are critical for your business. Why not mix and match elements from different programmes to get something that fits or let us tailor something for you?

The beauty of running a programme in-house, which is just for your people, is that you can get exactly what you want.

We delight in helping organisations create the right style and programme content to meet their requirements. We do this in the following ways:

**Off the peg** This is where we respond to your initial expression of interest by sending outlines of existing programmes, possibly in response to a programme description that has caught your eye on these pages. You take it as it is.

**Alterations** You would like a few tweaks made, perhaps to some of the terminology to fit better with your organisation, or a change in the case study to one that is more relevant. No problem, alterations are free.

**Made to Measure** You can't quite find what you want, but you know what you are trying to achieve. With our experience and extensive portfolio of case studies and materials, we can put together a terrific programme for you.

**Couture** You want something unique designed specifically for you – case studies and all - using data and information directly related to your organisation and circumstances. Absolutely no problem.

**Managed service** You want us to manage the design, marketing, delivery and account management of all your training to

## DESIGNED FOR...

**We design programmes to help individuals gain the skills, behaviours and knowledge required as their jobs become more commercial and to help organisations respond to change:**

**Changing roles** Managers whose roles are becoming more commercial and who have no formal background in these areas

**Culture change** For organisations wanting to foster a stronger commercial culture within their organisation in response to competitive pressures

**Doers to managers** For those with a specialist trade or skills whose role is no longer to physically do the job, but to manage suppliers to do the job

**From public to private** Former public sector organisations seeking to be 'more commercial'

**Gear change** For individuals moving into a more senior role who require a step change in approach, skills and knowledge

**New recruits** An on boarding programme for new employees to assure employers that they are commercially competent

**Partnering** For organisations disgruntled with their long-term partnering relationships seeking a step change in supplier performance

**Refresher** Refreshing current commercial skills by putting them into a broader context

**Driving performance** For supplier managers tasked with achieving value for money through their vendors

**Selecting vendors** For individuals looking for support in how to identify, select and contract with vendors to achieve value for money and quality performance

## TRIED AND TESTED

**We have been developing and delivering high quality open and in-house training workshops for a wide range of organisations in the private, public and not-for-profit sectors across retail, aviation, transport, telecommunications, IT and manufacturing for more than 15 years in the UK and internationally.**

We regularly deliver commercial skills programmes, especially our negotiation skills programmes, through some of the UK and Europe's leading training brokers. Why not avoid the middlemen, and come direct.

### HERE ARE A FEW OF THE ORGANISATIONS THAT WE HAVE WORKED WITH:

- Virgin Atlantic Airways
- Transport for London
- Land Registry
- Environment Agency
- Field Fisher Waterhouse
- Nokia
- Glaxo Wellcome
- SKF
- London Underground
- Contour
- Direct Line
- Balfour Beatty
- Open University
- Royal Mail
- Sony Pictures
- Sony Computer Entertainment Europe
- Parcelforce Worldwide
- Dpt. of Communities & Local Government

## 17<sup>TH</sup> CENTURY COTSWOLD CHARM 21<sup>ST</sup> CENTURY FACILITIES

**We can come to you for your training or, if you would like a change, why not come to us?**

Creating the right environment is key to successful training. That's why we have created a refreshing alternative to hotels, training rooms and conference centres in the centre of the thriving Cotswolds market town Moreton-in-Marsh.

We've taken two beautiful 17th Century town houses and converted them in to one dedicated venue which offers a fresh mix of all the right elements – great location, great coffee and food, comfy furniture and a relaxed environment.

Ruskin House and our offices in adjoining Campion House offer a collection of meeting rooms, lounge, courtyard, small garden and kitchen, which provides an ideal venue for groups of up to 16. For our negotiation workshops and negotiation rehearsals, rooms can be linked by CCTV providing fantastic opportunities for real time debriefs.

If you are spending two or more days with us, we have great relationships with the main hotels and restaurants in the town so great accommodation and good food and wine are only a few step away.

Moreton-in-Marsh is one of the main market towns in the northern Cotswolds situated on the Fosse Way. We are a few minutes walk from the Moreton-in-Marsh train station which has a direct rail service, taking about 90 minutes, to London's Paddington Station. By car, we're 30 minutes from junction 15 of the M40 making it a great location wherever you are based.







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## OVERVIEW OF OUR PROGRAMMES

**To make it easier to find the right programme, we have grouped our most requested programmes into key categories. We are constantly developing new programmes so, if you can't find what you are looking for, do let us know.**

**Commercial management** These programmes offer a little of several key topics within the one programme. They are designed to provide a general understanding of the main elements of commercial management and what the appetite for choosing which elements the participant would like to find out more about.

**Choosing, contracting with and managing suppliers** If you spend money on behalf of your organisation you are a buyer – whether you work in procurement, as a budget holder in another area or as a project manager. For those new to buying through to experienced buyers, these programmes cover the stages leading up to contract award along with a range of programmes designed to help you lift your buying skills to a new level. We've also included workshops to cover the all important issues of how to manage supplier performance post contract award.

**Advanced buying skills** Just because you are senior, doesn't mean your development stops. These programmes are targeted at individuals with extensive commercial experience who want to take their skills to a new level and drive excellence in their organisation's commercial capability. They may be looking to improve the status of procurement in their organisation; be operating as an internal consultant supporting budget holders; or be a commercial manager with a wider remit over sales and buying.

**Sales skills** An organisation's ability to successfully sell its products and services is key to its continued survival and growth. We have a suite of programmes designed to develop high performance sales people.

**Negotiation** Negotiation skills are absolutely core to good commercial management. They are also our most requested programmes. Here we set out a range of programmes designed to meet the needs of those new to negotiation and those with little formal training in negotiation; through to our master class approach for highly experienced negotiators.

## SECTION 1 COMMERCIAL MANAGEMENT

**Our commercial management programmes cover the core skills, knowledge and behaviours which underpin commercial awareness and management. They provide the all-important context for commercial skills, so often lacking when training focuses on individual topics, and give a snapshot of the core commercial elements.**

These programmes are particularly popular with organisations which are undergoing a culture change and have a need to be “more commercial”. Many public sector organisations which have a commitment to deliver “value for money” have turned to us and these programmes to drive the behavioural change they require.

This suite of programmes is also popular with organisations which conduct regular intakes of graduates, and/or run accelerated promotion or fast track programmes for talented individuals. Our programmes build on individuals’ excellence in technical fields by providing a solid understanding of what it means to work in a commercial environment.

### IN THIS SECTION:

- 1.1 FastStart commercial toolkit
- 1.2 Commercial management
- 1.3 The legal environment: Introduction to contracting
- 1.4 Risk management
- 1.5 Financial skills for commercial managers

## 1.1 FASTSTART COMMERCIAL TOOLKIT

**FastStart is an exciting new breakthrough skills development package for a new generation of managers. It comprehensively covers the skills and knowledge underpinning commercial decision-making in a five-day modular programme.**

It is designed to meet the needs of organisations striving to achieve a competitive advantage through their relationships with their suppliers and customers and to reduce their exposure to commercial risk – fast!

FastStart provides an alternative and flexible approach to ad hoc training and skills development by addressing the commercial skill set as a whole. It draws together the most sought after commercial attributes and builds them into a holistic approach to commercial decision making. FastStart covers contracts, contract governance, risk management, financial management, negotiation skills, pricing, managing projects, and supplier management.

This is a high energy, stimulating and interactive modular programme which immerses participants in business case studies and exercises, providing extensive opportunities for debate, peer and tutor feedback and review, developing self-awareness and skills practice and improvement. By using detailed case studies across all modules we can help build the links between subjects and issues which can be hard to achieve in stand-alone one or two day modules.

Our aim is for participants to leave the programme with greater confidence and a step change in their thinking and approach to commercial decision-making. FastStart can be run as an intensive one-week residential programme or as a series of non-residential linked modules.

The programme works optimally with 12-16 participants. This is a great group size for lively and varied plenary session discussion, and for participants to work in small groups for many of the exercises.

## 1.2 COMMERCIAL MANAGEMENT

**Being commercial is about understanding commerce - the buying and selling of goods and services, and the factors that influence success. It means understanding the processes, relationships, risks and costs involved in commercial transactions so that we can assess whether value for money has been achieved.**

Commercial activity is no longer the remit of just a contracts or commercial function or department. Rather it is the process by which all individuals throughout an organisation operate to minimise exposure to risk while achieving corporate objectives.

Our commercial awareness programme is designed for a wide range of individuals in public, private and not-for-profit organisations who have a direct interface with suppliers or customers and who need to be confident commercial decision-makers.

**This two day programme covers the four key and interdependent areas where knowledge and skills are required if individuals are to become commercially aware:**

- Legal environment: contracting
- Financial environment: understanding costs
- Risk: risk identification and management techniques
- Negotiation: persuasion techniques

### **BENEFITS OF ATTENDING**

Following this programme, participants will have greater confidence in their ability as commercial managers by understanding:

- The nature of commercial behaviour
- How legal relations are formed
- The basics of contracting
- What drive costs
- The relationship between cost and price
- How to identify, quantify and manage risk

## 1.3 THE LEGAL ENVIRONMENT: INTRODUCTION TO CONTRACTING

**Contracting is at the heart of commerce. It refers to the process of reaching agreement with another party for the purchase or sale of goods or services. Those involved with reaching agreement with third parties (suppliers and/or customers) need to understand that they are involved with contracting and may be committing their organisation to obligations irrespective of whether their role entitles them to do so or not.**

All too often individuals hide behind contracts, citing them as the reason for not doing things or for doing things in a certain way without understanding the actual contract itself or how contracts work.

This programme is a must for all individuals who are engaged in letting contracts and managing contractual relationships, or are a party to a commercial contract. It's ideal for those who have no formal knowledge of contracts and as a useful refresher for those with a working knowledge of contracts.

This programme covers the fundamentals of contracting: how contracts are formed; the various elements of contracts, such as service level agreements and terms and conditions; how to establish and manage a contract; how to take account of intellectual property; and how to choose the right approach for your business.

### **BENEFITS OF ATTENDING**

Following this programme participants will:

- Know how contracts are formed
- Recognise the elements required for contracts to exist
- Understand the key terms and conditions within contracts
- Know how to take account of intellectual property
- Know how to protect their organisation from commercial risk

## 1.4 RISK MANAGEMENT

### **“Take calculated risks. That is quite different from being rash.”**

A quote we like from American General Patton

Risk is inevitable in business. The skill is in understanding the nature of the risk and quantifying it.

Commercial managers need to balance the management of risk and cost as the basis for developing a robust strategy. In reality, traditional tools have led to a focus on the management of price and service to users, with the element of risk receiving less attention.

The objective of this programme is to put participants in a position where they can identify, prioritise and manage commercial related risk.

Risk assessment has been with us for many years in the scientific and engineering fields. Its application to commercial matters is relatively recent. This programme focuses on how we can adapt the best of the approaches elsewhere to our commercial needs to arrive at a robust risk assessment and management methodology:

Assessing risk is not sufficient. To some extent all business is risky and a key role of commercial managers is to assist the organisation to deal with risk in a sensible and constructive manner.

This programme covers the principles underlying risk management, and reviews the main approaches for identifying and quantifying risk. Participants are provided with clearly illustrated examples of how they can control commercial risk.

### **BENEFITS OF ATTENDING**

Following this programme participants will be able to:

- Understand the concept of risk and the importance of its management on a daily basis
- Use different approaches to identify risk
- Quantify risk before and after action has been taken
- Use approaches for mitigating risk
- Prioritise risk
- Make decisions about how best to manage commercial risk

## 1.5 FINANCIAL SKILLS FOR COMMERCIAL MANAGERS

**Some people fear spiders, for others it's numbers. We've gone beyond being surprised at how many people "don't do numbers" – and we're not talking about junior employees! It's downright frightening how many people in business feel uncomfortable when confronted with numbers. Rather than hide the fact, we think it's better to deal with it.**

Designed to develop confidence and understanding of financial skills, this programme demystifies the role of finance in commerce by covering some of the key issues, concepts and jargon used by accountants and contractors.

It explores the relationship between cost and value and covers cost control in long term contractual relationships; the balance sheet – seeing the real business behind the numbers; the profit and loss account – developing the confidence to challenge the numbers; long term project appraisal techniques; and seeing the bigger financial picture – how the City rates the companies you work with.

This is designed for those who have little or no formal training and provides an excellent refresher for those who are comfortable with finance. It also provides an opportunity for those with some understanding of finance to broaden their knowledge.

We won't turn your employees into accountants, but we will give them the confidence and skills to understand numbers, know which ones matter, ask the right questions and challenge them where necessary.

### **BENEFITS OF ATTENDING**

Following this programme participants will be able to:

- Discuss a project's costs in language accountants respect
- Understand what drives costs up and down
- Use a simple, structured approach to interpreting numbers
- Confidently challenge contractors claims and quotes
- Feel more confident in asking the right questions rather than expecting answers from the numbers



## **SECTION 2**

### **CHOOSING, CONTRACTING WITH AND MANAGING SUPPLIERS**

**These days it's not enough to be technically competent. In the era of outsourcing, choosing, contracting with and managing suppliers is part of many people's jobs.**

These roles used to be the exclusive domain of buyers in purchasing and procurement departments. Not any more. As budget holders, many managers are responsible for choosing and dealing with their own suppliers. At the very least, they may be involved with multifunctional stakeholder groups as part of a larger procurement exercise. They may not be responsible for selecting suppliers and letting contracts, but knowledge of buying best practice is essential.

These programmes are designed to cover the skills, knowledge and behaviours required for contracting with suppliers: from developing a specification; identifying suppliers; evaluating bids and proposals; through to issues involved with contracting and, ultimately, managing supplier performance.

We've delivered our programmes to a range of individuals including buyers, budget holders, project managers, engineers, contract managers and department heads. From experienced senior managers to junior employees, we adapt the content and style to suite the participants, choosing and using examples that help participants make connections.

#### **IN THIS SECTION:**

- 2.1** Introduction to purchasing
- 2.2** Developing a contract strategy
- 2.3** Going out to tender
- 2.4** Assessing supplier offers
- 2.5** Successfully managing suppliers
- 2.6** Establishing and managing service level agreements

## 2.1 INTRODUCTION TO PURCHASING

**Research shows that between 60% and 80% of every pound earned by a business passes straight through to suppliers. Often as little as 20% of this amount is managed by purchasing professionals. Purchasing is now part of every middle manager and budget holder's job. Suitable training is a pre-requisite for success.**

Designed for people who are new to purchasing and those who find they are responsible for purchasing activities but have had no formal training in the area, this two day programme aims to give participants a solid understanding of purchasing and the key skills and knowledge required.

It provides an overview of the purchasing cycle and then looks at each of the key elements: identifying the need; creating a specification; sourcing and market analysis; identifying suppliers; getting and assessing supplier offers; agreeing terms and conditions; contracting; and supplier management.

Delivered by highly experienced consultants with a wealth of experience in running procurement programmes, participants have a tremendous opportunity to learn the tips and traps from people who have been there, and done that.

If you are a public sector organisation, we will make sure that the key OJEU requirements are covered to give you confidence that your employees understand their responsibilities under European Union Procurement Directives.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Recognise the key stages of the procurement cycle
- Understand how contracts are formed
- Analyse expenditure
- Identify priority areas for cost savings
- Assess and categorise risk
- Differentiate between different specification and contract strategies

## 2.2 DEVELOPING A CONTRACT STRATEGY

**“All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved.” Sun Tzu**

Too often we go to lawyers to have them write a contract before we know what we want the contract to achieve. It's not their fault when the deal goes south, although we like to pretend it is. Structure follows strategy. Before a contract can be constructed we must consider the four questions of contract strategy:

- What is it that I want to buy (sell)?
- How do I want to pay (get paid) for it?
- How much do I want to pay (get paid) for it?
- What kind of supplier (customer) do I want to deal with?

In answering these four strategic questions we will set the base line for determining whether we want to buy or sell simple goods or bundled services. They will tell us whether payment is based on results or activities or on time passing. They will set the boundary for the budgets and the scope of any services. Finally they will define the target market in which we need to operate.

When preparing to establish a contract our objective is to establish a set of rules that will regulate a continuing relationship. Done correctly it will ensure that both parties undertake those elements of the tasks that they are best equipped to do, and that risk and reward are appropriately allocated to the right place.

This programme is designed for senior managers, budget holders and commercial and procurement professionals who need to use vendor based resources to achieve their objectives, and who want to be sure that their current approach to providing goods or services is the right one.

### **BENEFITS OF ATTENDING**

Following this programme participants will be confident that they can:

- Identify the right approach to define the goods or services to be contracted for
- Set the boundaries for the contracted goods and/or services
- Choose the right model of contract for the outsourced services or goods
- Link payment to the correct trigger
- Clearly identify the risks and risk transfers involved in outsourcing
- Establish the basis on which to set and operate a performance measurement and management framework.

## 2.3 GOING OUT TO TENDER

**Open? Restricted? Negotiated? There's more to tendering than simply "going out to tender". Choosing the most appropriate process, deciding how to manage yourself internally to deal with a tendering process; preparing the necessary documentation...**

In business as in life, courtship is all-important. Your Invitation to tender (ITT) is the crucial opportunity to attract the very best suppliers to your business and to establish the ground rules for a successful and value for money procurement.

To avoid common pitfalls, it's important that those engaged in managing the process have a comprehensive understanding of all stages of the process, and make relevant decisions about how they will undertake the process, at the outset.

This programme is designed for budget holders, project managers and anyone who has to get quotations from suppliers for work from time to time and covers all aspects of how to get the best results from putting a contract out to tender.

It provides the context for the subject by giving an overview of the tender process and looks at when and where to use different types of tenders. We also cover creating and issuing tender notices; OJEU requirements; governance; negotiation; giving feedback and dealing with disputes.

While tendering is used primarily by the public sector, those in private sector companies which use tendering, such as in the construction industry and other services organisations, will also find this programme highly relevant.

### **BENEFITS OF ATTENDING**

Following this programme participants will be able to:

- Understand the process and importance of each stage of going out to tender
- Avoid common pitfalls
- Identify and manage risks in the process
- Clearly specify needs
- Schedule tasks effectively
- Recognise key legal issues & implications

## 2.4 ASSESSING SUPPLIER OFFERS

**Competitive tendering is frequently the preferred route for choosing suppliers. But if competition is supposed to improve the quality of the bids submitted, why is it clients all too often feel disheartened by the bids they receive?**

It is crucial that buyers have the systems and skills in place to ensure they get the bids they want, rather than accepting the least worst bid they are offered.

The starting point for this workshop is acknowledging that power shifts to the supplier once a contract is let. Therefore, it is essential that the buyer uses the pre contract award period to drive the best value possible from the potential supplier.

This programme offers fresh insight and approaches to driving improvements into bids and dealing with potential problems before contract award. It looks at both the process for evaluating bids and identifies the behaviours required to ensure best practice in bid evaluation.

The workshop uses real examples to demonstrate how bid engineering can help buyers leverage significant improvements.

### **BENEFITS OF ATTENDING**

Following this programme participants will be able to:

- Drive improvements in bid quality, closing the gap between what they want and what they are offered
- Understand and use approaches and processes to motivate bidders
- Manage stakeholder expectations in the evaluation process
- Identify and manage foreseeable problems before contract award

## 2.5 SUCCESSFULLY MANAGING SUPPLIERS

**Everything you do relies on your suppliers. When they fail, you lose money, or worse still, you lose a customer. Your success is founded on strong relationships with high performing suppliers.**

Yet one of the complaints we hear increasingly is “I had nothing to do with writing the contract but I’m supposed to manage it”. Our hearts go out to them. It’s not easy managing a contract when you feel powerless to do anything about it.

If you can’t ensure that those who will be managing suppliers post contract award are involved in establishing the contract, you can do the next best thing – make sure they have the training they need to drive the supplier performance you require. That’s what this supplier management workshop does.

If your employees have little or no formal training in managing suppliers, then this two-day programme is a fantastic place to start. For the more experienced supplier managers who want to achieve a step-change in relationships with their suppliers to deliver significant business benefits to the internal customer base, it provides the opportunity to compare their experiences to what other organisations are doing.

The workshop covers best practice in supplier management, agreeing supplier criteria, exploring commercial risk, and practical elements of supplier management. Importantly it provides practical advice on how to drive supplier performance improvements despite the contract by focusing on what you can do, not what you can’t do. Backed with practical tips and advice based on our trainers’ experience in working across organisations, this workshop has been hugely successful in giving employees the confidence and skills they need to create high performing suppliers.

### **BENEFITS OF ATTENDING**

Following this programme participants will be able to:

- Identify quick wins for improvement
- Define “tomorrow’s suppliers” and recognise world class suppliers
- Understand and have the confidence to challenge costs and performance
- Define expected levels of performance
- Identify areas for ongoing improvement
- Get behind supplier’s hype
- Understand and differentiate partnerships from other types of relationships

## 2.6 ESTABLISHING AND MANAGING SERVICE LEVEL AGREEMENTS

**“You can’t always get what you want, but if you try sometimes you just might find you get what you need”** – thanks to Mick Jagger for his inspiration.

Service levels agreements (SLAs) are a key component of contracts for the provision of outsourced sources as they set out the quality of service required from your supplier. But how do you ensure you get the service you want, not just now but over the course of the contract?

The last decade has seen the relentless growth of the target culture. And, its true, you get what you measure - whether you want it or not.

What about payment by results or other incentive/performance agreements? How can these be made to work? What are the dangers, if any, of these approaches? How can we ensure that we are setting the bar at the right level? What do we do if the measures tell us the performance is to the agreed standard but the result is, well, rubbish?

Measure performance and you will manage failure. Measure result and you will manage performance. We examine the sources of information to monitor performance and the pitfalls of choosing the wrong measures.

This programme is designed for managers of in-house or external service providers to help them identify key performance indicators, develop appropriate measures and construct a documented suite of relationship rules that will underpin the delivery of a high performing service.

### **BENEFITS OF ATTENDING**

Following this programme participants will understand:

- The structure and role of SLAs in contracts
- How to identify and set relevant KPIs
- How to develop appropriate measures
- Tips and traps for developing effective SLAs
- Common pitfalls – and how to avoid them
- How and when to use SLAs

## SECTION 3 ADVANCED BUYING SKILLS

**This selection of programmes is targeted at individuals with extensive commercial experience who want to take their skills to a new level and drive excellence in their organisation's commercial capability.**

They may be looking to improve the status of procurement in their organisation; operating as an internal consultant supporting budget holders; engaged with purchasing at a more strategic level; looking to balance their extensive sales experience with a wider knowledge of buying or be a commercial manager with a wider remit over sales and buying.

Often the individuals who attend these programmes find they are not responsible for the day-to-day operational buying activity, which may have been devolved to budget holders, but they are responsible for providing leadership for purchasing across the organisation.

That's why some of the programmes are skills based, such as investment analysis and strategic cost management. Others are more behaviourally based such as providing leadership and internal consulting skills.

Some of these programmes and workshops are not what we would class as training. Instead, these workshops challenge attitudes and mindsets as part of the process of developing commercial leadership. If this is closer to what you are looking for, then you may find some of our other interventions equally useful. Give us a call, training is only a part of what we do.

### IN THIS SECTION:

- 3.1** Consulting skills for purchasing professionals
- 3.2** Category management
- 3.3** Managing major procurement programmes
- 3.4** Sustainable procurement
- 3.5** Innovation in purchasing
- 3.6** Investment analysis for purchasing managers
- 3.7** Mastering purchasing management
- 3.8** Strategic cost management



## 3.1 CONSULTING SKILLS FOR PURCHASING PROFESSIONALS

**As more department managers and budget holders are responsible for spending money directly, the role of the purchasing professional and commercial manager is changing. Often, they are required to act as advisor, coach and technical specialist to support other business professionals. In effect, they have to assist other people to be buyers, rather than buy on their behalf. They are internal consultants.**

Being a buyer is not enough. These individuals need to champion best practice and have the behavioural skills to persuade individuals at all levels of an organisation to bring about desired change, and this requires an entirely different set of skills, behaviours and knowledge.

This programme is designed for purchasing professionals who are required to work in a supportive and consultative role within the business. Participants are introduced to the skills and behaviours required to identify, plan and implement successful changes to business processes.

We introduce the overall concepts, guidelines and skills involved in effective internal consultancy; explain the key stages of the consultancy cycle; and explain a range of analytical models and tools. The skills required to facilitate successful workshops are covered, and practised; along with core project management concepts.

The programme can be modified for other functions where the role has become less about doing, and more about supporting others by providing consulting skills.

### **BENEFITS OF ATTENDING**

Following this programme participants will be able to:

- Identify the key stakeholders in any procurement
- Negotiate the soft contract with their internal clients
- Establish the assistance that the client needs and agree their role
- Market their services as consultants to internal clients

## 3.2 CATEGORY MANAGEMENT

**Category management is a concept borrowed from the retail sector where a product range is chunked into discrete groups of similar or related products. Each group, or category, is then run like a business unit.**

And so it is in businesses. Category management is concerned with more than the procurement horizon. It adopts a multi-functional approach to defining a resource strategy for a business workstream.

Category management considers the options available to the organisation and defines the best approach to the procurement of goods and services to support the business needs.

Adopting a category management approach can bring significant business benefits including efficiencies, cost savings, continuity of supply and innovation in products and services. Category management is not procurement. It is commercial management. As such it requires a wider range of skills, behaviours and knowledge.

This programme is designed for procurement professionals looking to implement category management in their organisation or to lead the implementation of category management in a specific business arena.

Using a real-life case study, this programme guides participants through the category management process and provides them with the tools and techniques to lead a cross-functional team in the development, presentation and delivery of a category management strategy.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Explain the need for category management and how it differs from traditional procurement.
- Implement a category management process
- Define the category manager's role (commercial and process leadership of multi functional teams)
- Kick Off category action (scoping, identifying team members, team charters, initial category profiling)
- Ensure the team functions effectively and creates category plans with an appropriate level of analysis to support creative and wide ranging options for additional value.
- Use key analytical tools when creating their strategy

## 3.3 MANAGING MAJOR PROCUREMENT PROGRAMMES

**Whether it is procuring a new IT system or outsourcing shared services, the scale and complexity of selecting a supplier and implementing an agreement is a major initiative.**

These procurements are major projects in their own right, often with budgets ranging from hundreds of thousands of pounds to millions, with multi-functional team of lawyers, consultants and various stakeholder groups.

The modern enterprise must have both the systems and the skills to deliver complex procurement programmes to time, to budget and with the necessary governance to demonstrate best value for money and fairness of treatment.

It's essential that project managers, senior managers who have ultimate responsibility for major procurements, key stakeholders to major procurement initiatives and technical experts who will be involved in the procurement initiative all understand the complexity of issues involved.

This programme is a great way to bring a team together to kick off a programme or project. The actual project can provide the relevant content to make the theory come to life.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Identify the skills and knowledge required to manage major procurements
- Implement effective contract governance
- Schedule key milestones effectively
- Recognise the need for an effective communications programme
- Assess value for money
- Work confidently with legal constraints
- Keep stakeholders, including bidders, engaged over a long period of time

## 3.4 SUSTAINABLE PROCUREMENT

**Climate change has gone beyond simply a talking point. Legislation on carbon emissions means that organisations need to make conscious commercial decisions about how they buy what they buy.**

How much energy our business consumes through our building, transport, and goods and services design and manufacturing will have major implications for an organisation's profitability and reputation. Keeping up to date with developments, let alone understanding their implications for day-to-day strategic and operational decision-making, is a full time job.

What exactly is it? Is it hype? Does it make commercial sense? What are the requirements on me? How do I go about it? If you are asking these questions, you are not alone.

Drawing on the experience of our procurement and legal consultants, we have put together a workshop that brings together updates on relevant facts and information. This senior manager workshop provides a forum for understanding current thinking and practices. As well as covering the theory, it provides examples and practical advice.

### **BENEFITS OF ATTENDING**

Following the programme participants will:

- Have a clear understanding of the legislation covering sustainability
- Be able to speak confidently about what is meant by sustainability
- Be aware of the different options available to them and their organisation
- Identify the strengths and weaknesses of the different sustainability mechanisms
- Be in a position to begin to implement sustainable procurement in their organisation and supply chain
- Be able to define measurements and mechanisms to map their progress towards a more sustainable supply chain

## 3.5 INNOVATION IN PURCHASING

**“Innovation is at the heart of economic progress. It gives new businesses a chance to replace old ones, but it also dooms those new businesses to fail unless they can keep on innovating.”** Joseph Schumpeter

Innovation is all. Probably 80% of the products most of us now use did not exist five years ago; and 80% of them will not exist in five years time. How then, does the purchasing professional keep abreast of this wave of change and foster creativity?

What does innovation look like? Where does it come from? How do organisations like Apple and Virgin manage to constantly re-invent themselves to stay ahead of the game?

Innovation is not just about luck or a crazy idea. It is often the result of a structured approach to problem definition and a methodical analysis of options and potential. Really useful innovation is anything that solves a problem that you have been unable to fix.

Good ideas are not enough. This programme looks at the wider aspects of picking the best innovations and getting them accepted in a, sometimes, hostile environment.

This programme sets out to demystify innovation and covers how purchasing teams can adapt their processes and behaviour to become more innovation friendly and to solve problems creatively.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Deploy tools and techniques to encourage innovation
- Put in place innovation-friendly processes
- Lead structured workshops to help drive innovation
- Sort out good innovation from the background noise of change
- Identify different people's responses to innovation and help manage them through coping with necessary change

## 3.6 INVESTMENT ANALYSIS FOR PURCHASING MANAGERS

**“There are three kinds of lies: lies, damned lies, and statistics.”** Benjamin Disraeli

This programme demystifies the process of investment analysis and provides practical advice on how to create, and sell, a compelling business case.

It is designed for purchasing managers who have to help internal clients make complex choices between different bids on major purchases. When we use terms like total cost of ownership, extended payment terms, lease or amortisation we are speaking the language of investment analysis.

It begins with a discussion of the importance of investment analysis and covers the major techniques of Return on Investment (RoI) analysis such as internal rate of return (IRR), net present value (NPV) and discounted cash flow (DCF).

Purchasing managers can lack confidence in using the tools because they don't understand or don't believe the numbers. Often, finding the numbers to put into the calculation is the hardest part of a comparative investment analysis. We look at what to leave in and what to leave out and how to estimate what you need, but don't have.

This programme is designed to make this investment analysis process come alive. Our focus is on developing a practical understanding of the tools and techniques that lie behind the jargon.

To make the right investment decision between different options is often based on the ability of the manager to lead a team through a robust appraisal of the investments to be made and to be able to communicate the effects of these options in a way that accountants, bankers and senior managers can recognise.

### BENEFITS OF ATTENDING

Following the programme participants will be able to:

- Calculate the business case for a chosen course of action
- Confidently deploy and present the different return on investment appraisal techniques
- Choose the correct investment appraisal method for any given investment
- Differentiate between the profitability and cash flow profiles of investments
- Restructure projects to improve the return on investment performance of projects

## 3.7 MASTERING PURCHASING MANAGEMENT

**“If people only knew how hard I work to gain my mastery, it wouldn’t seem so wonderful at all”.** Michelangelo

As the focus on purchasing effectiveness and the expectations and demands of senior management increase there has never been such an acute awareness of the need to manage supplier resources to achieve maximum advantage.

In this workshop we examine the key drivers of purchasing performance, identify the tools and techniques that support the delivery of competitive advantage and provide delegates with the skills to manage a purchasing team and to manage the network of stakeholders that need to be carried along with them.

No single answer is appropriate for all types of organisations or for all types of purchases or suppliers within an organisation. The ability to develop relevant and appropriate approaches in response to specific business circumstances is at the core of effective purchasing management.

During the programme we will build a framework to create a purchasing strategy, target and manage purchasing and supplier resources, measure purchasing performance and establish the skills required of purchasing staff.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Build a top-level purchasing strategy
- Determine strategies for the different types of purchasing requirements
- Avoid the pitfalls of competitive complacency
- Set budgets for the purchasing function
- Measure purchasing performance
- Establish a supplier management programme
- Target resources to maximum effect
- Benchmark the purchasing function

## 3.8 STRATEGIC COST MANAGEMENT

**Total quality management (TQM), customer care programmes and supply chain management have now become standard practice for every efficient business. Purchasing teams have mastered techniques such as just in time, electronic data interchange (EDI) and strategic alliances or partnerships. Increasingly companies are looking at cost as a means of providing competitive advantage, and purchasing is in the forefront of strategic cost management.**

Recent years have seen the development of a number of cost management approaches, which have delivered significant benefits to the organisations which use them. This programme examines and explores some of the approaches being adopted by leading edge companies to manage purchasing costs.

We consider the limitations of traditional purchasing approaches to managing costs and explore the requirements of effective purchasing in the future. We examine best practice strategic cost management and explore the techniques that can be used to manage costs pro-actively.

This is a practical and hands on approach to improving the extent to which purchasing can take a strategic approach to cost management. It looks at approaches such as, zero base pricing, establishing target costs, should-cost models, and co-operative costing.

Using examples from world class companies and their approaches to price and cost management you will learn how to manage price and cost movements, get the best from competitive tenders, develop target costs, establish collaborative approaches with suppliers and work with parametric cost estimating.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Set challenging cost reduction targets
- Deploy best practice cost management techniques
- Create cost models and simulations
- Apply value engineering tools to major cost elements
- Identify the different types and sources of costs and how to affect them



## SECTION 4 SALES SKILLS

**Highly successful companies have sales teams who understand the cost and the price of everything they sell – and when they make a sale understand exactly what the profit on the sale is. Wishful thinking, according to a number of companies we have worked with!**

To be fair, a lot of them have teams who are very good at selling, unfortunately the sales they make are unprofitable.

Selling is the other half of the commercial equation. We don't pretend to offer large-scale sales force training, though we can put you in touch with people who do and do it very well! Nor do we run motivation days – just not our bag. Our focus is on the bits that most sales training miss: getting your sales people to be more commercial.

We have developed a range of workshops to help your sales people become better commercial decision makers and to increase their chance of making a profitable sale. From being more efficient and effective when bidding for work, to developing highly persuasive return on investment cases for potential customers, these are the skills and behaviours that will get results.

Some of our most effective work is through our driving profitable partnerships workshops where we work with sales teams to develop and deliver sales plans that tackle difficult or unprofitable accounts. Give us a call if this more targeted approach appeals more.

### IN THIS SECTION:

- 4.1** High performance account management
- 4.2** Solution selling
- 4.3** Interrogative persuasion techniques
- 4.4** Building a successful business case
- 4.5** Bidding to win
- 4.6** Writing winning bids and proposals
- 4.7** Understanding how buyers think and act

## 4.1 HIGH PERFORMANCE ACCOUNT MANAGEMENT

**To manage an account successfully one must be customer centric, not product centric. This approach puts the customer at the centre of everything we do with the goal of developing more loyal and more profitable customer relationships.**

It focuses on three processes - managing relationships, creating opportunities and orchestrating teams - to deliver a differentiated and consistent customer experience.

The key to making the customer centred approach a reality is the way the account managers will work together with other parts of their own business and suppliers. They need to take the lead in understanding their customers' needs, exceed their service expectations, proactively develop new opportunities and assure the customer of their commitment to them. The larger the customer, the more complex the process becomes.

However, regardless of a client's size or needs, the same customer centred principles apply. In this pragmatic workshop we introduce participants to a structured approach for doing just this and help them apply it to their own accounts.

### **BENEFITS OF ATTENDING**

Following this programme participants will understand:

- Tools and approaches for managing an account
- How to develop a wider network of contacts within target accounts
- How to identify and create opportunities
- How to manage relationships

## 4.2 SOLUTION SELLING

**Highly effective sales people don't sell services or products, they sell solutions to other people's problems. Often known as the process of "hurt and rescue", effective sales people excel in identifying the problem their potential customer has, even before he or she knows they have it, and build relationships by helping to remove the problem.**

Participants on this workshop will learn what's involved in solution selling, and how to approach it through a staged process to achieve enhanced success in sales.

We review some of the key techniques involved and provide opportunities for participants to deploy the skills and receive feedback from our tutors.

### **BENEFITS OF ATTENDING**

Following this programme participants will understand:

- The psychology behind solution selling and how to deploy it
- Techniques and skills required to successfully deploy solution selling
- How to turn problems into opportunities
- How to use these approaches both internally and externally

## 4.3 INTERROGATIVE PERSUASION TECHNIQUES

**Most sales literature and training focuses on what you should say, not what you should ask. However, it is better to respond to a customer pulling your proposals from you than to constantly be striving to push your products or services at an unwilling buyer.**

Highly effective salespeople recognise that they need to understand the other party to be able to persuade them, and that they need the other party to want to be persuaded. Underpinning all of this is the effective use of questions.

Politicians, journalists and many other professions understand the importance of good question design and question structure. Sales people, too, can make use of questions to make their case and differentiate themselves and their business from the competition.

This programme helps participants understand the theory and techniques behind successful persuasive selling.

During the programme we will examine the art of persuasion: reviewing the various interrogative techniques used to find out more about the other party involved. It reviews the persuasion levers available and how to choose and use them.

### **BENEFITS OF ATTENDING**

Following this programme participants will understand:

- The main hurt and rescue methodologies
- The need to create doubt and then get movement
- How to use questions and silence to persuade people
- How to design good questions and a good question structure
- When to make proposals and when to dig deeper

## 4.4 BUILDING A SUCCESSFUL BUSINESS CASE

**Successful sales are based on the ability of the salesperson to sell a compelling case based on promising a healthy Return on Investment (RoI) for the prospective customer – and to be flexible in adapting that business case for the various stakeholders within the client organisation.**

This programme demystifies the process of building an RoI business case and provides practical advice on how to create, and sell, a compelling business case.

Many sales systems now include a RoI toolbox as a core part of their functionality. We have worked with many of them. Sales people often lack confidence in using the tools and going face to face with the customer based on the outputs because they don't understand or don't believe the numbers.

Often finding the numbers to put into the toolbox is the hardest part of building a business case. Using real life examples we will show participants how to identify sources of value and turn these into components of their business case.

This programme is designed to make the RoI process come alive. We will cover cash flow, payback period, internal rate of return, net present value and RoI calculations. Our focus is on developing a practical understanding of the tools and techniques that lie behind the jargon.

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Confidently deploy and present the different return on investment appraisal techniques
- Choose the correct investment appraisal method to present their proposal in the best light
- Differentiate between the profitability and cash flow profiles of investments
- Identify and estimate sources of value to improve the business case
- Restructure projects to improve the return on investment performance of projects

## 4.5 BIDDING TO WIN

**Increasingly sales professionals are required to respond to a competitive procurement tendering exercise to acquire business. Success is a combination of a good product, the right price and, equally importantly, the ability to respond well to the invitation to tender.**

Anyone who has been involved in responding to tenders or writing proposals will tell you it's a time consuming process. Often large teams of people need to be co-ordinated to achieve all the relevant inputs. Sign-off procedures need to be adhered to.

It is important that bidders have the systems and skills in place to put their offers in the best light. With more organisations opting for long term contracts to reduce costs, it is imperative that you ensure your bid has maximum chance of success. This requires multiple skills. You need to manage the team of people required to make inputs; run the process like clockwork to hit deadlines; write in a compelling manner; comply with the potential client's requirements and make sure the numbers stack up.

This programme is designed for people who have to respond to tenders. It covers how to structure a bid; playing the points game; ensuring compliance; and organising yourself effectively to bid effectively and efficiently. We also recommend this programme for people who have to run procurement projects: they also need to understand the stages involved and to be able to see the process from the bidders' perspective to ensure they get the bids and proposals they want.

If improving your actual proposals and bid documents is what you are more interested in, see our next programme Writing Winning Bids and Proposals.

### **BENEFITS OF ATTENDING**

Following this programme, participants will be able to:

- Respond to Invitations to Tender (ITTs) with greater confidence
- Reduce stress by structuring their resources more effectively
- Avoid common traps
- Gain practical tips and tricks
- Differentiate their bids

## 4.6 WRITING WINNING BIDS AND PROPOSALS

**Whether you are responding to an invitation to tender, seeking more work from existing clients or approaching new and potential clients, your proposal documents speak volumes about you as a business.**

Making your proposal or bid stand out is becoming harder. With ever changing technology and an ever-increasing volume of information, people have a shorter concentration span. It can be hard enough to make your proposal stand out when you are having to respond to the potential client's tender structure, it can be even harder with an unsolicited proposal.

This one-day programme is designed for people tasked with creating winning proposals. It covers how to structure and package proposals for maximum impact, develop compelling arguments, write clearly, succinctly and persuasively and overcome common pitfalls.

This programme is equally relevant for individuals tasked with writing internal proposals, possibly to secure a budget for a project, as for those selling to external clients.

**Why not use this workshop as the basis for a hands on review and revamp of a proposal or bid you are currently working on? Working with the actual bid team, it provides an excellent opportunity to give your bid the best chance of success.**

### BENEFITS OF ATTENDING

Following this workshop participants will be able to:

- Recognise the elements of a good proposal and how to critique and improve your own bids and proposals
- Apply their existing knowledge and experience to produce a proposal that is easy to understand as well as meeting its objectives
- Structure a proposal – and deal with multiple levels of structure within the one proposal
- Critically review proposals they have written and learn how to improve them
- Apply tips for avoiding common pitfalls

## 4.7 UNDERSTANDING HOW BUYERS THINK AND ACT

**Hades had a three-headed dog defending its entrance to stop people leaving. Many organisations have inverted the concept: they have a procurement department which to many a salesperson appears to have the job of stopping them from entering.**

For sales people, the challenge is knowing how to get through, or around, the brick wall otherwise known as procurement.

To be successful, sales people need to understand how procurement works. This workshop provides a revealing insight into what drives procurement, the techniques and processes they use and recent trends in procurement practice and what they mean for the seller. Looking at both public and private sector procurement practices, we will cover both informal and formal procurement practices.

Delivered by our very own poachers turned gamekeepers, the insight into the procurement world will help you focus your efforts on the right areas to improve your chances of success.

### **BENEFITS OF ATTENDING**

Following this workshop participants will be able to:

- Think like a buyer and respond more confidently when with buyers
- Focus their sales efforts on areas that will make a difference
- Gain a better understanding of how cost and price data is used
- Avoid the pitfalls of dealing with procurement



## SECTION 5 NEGOTIATION SKILLS

**The skills necessary to persuade, influence and negotiate a resolution to problems are core to commercial management for employees at all levels of an organisation. It's hardly surprising therefore that negotiation skills are our most requested programmes.**

We offer a range of approaches to developing negotiation skills and behaviours targeted at individuals with different levels of experience. These include our two-day skills development programme; a workshop to support actual negotiation teams for real negotiations; and a master class for highly experienced negotiators looking for feedback and ways to further improve their performance.

All too often people assume that the only people who need negotiation skills are those sitting around board tables hammering out contracts. Not so! For us, negotiation is interchangeable with problem solving, persuasion, influencing and getting others to agree to your proposed course of action. This is how we approach negotiation in our workshops.

From resolving internal disputes, to winning support and sign off for your proposal, to getting a supplier to do what you want – they all require sound negotiation skills. It's the one skill your organisation cannot afford to be without.

**If you are looking for support for real negotiations rather than generic development, you may find Resolutions, our bespoke workshops designed to support negotiation teams with actual negotiations that are due to commence, or have started and run into difficulties, more relevant. Please call, we are happy to discuss the various options with you.**

### IN THIS SECTION:

- 5.1 Negotiation skills: Say no - then negotiate!
- 5.2 Eat the ugly frog
- 5.3 Resolutions workshop
- 5.4 Negotiation master class

## 5.1 NEGOTIATION SKILLS: SAY NO – THEN NEGOTIATE!

**Negotiations don't just happen – they are organised and driven by one or more interested parties. Research shows that the party who controls and drives the negotiation achieves a better result than a simple analysis of their position would suggest.**

This course is designed for those who are new to negotiation, and those with some experience who feel they would benefit from a structured approach to negotiation.

It will focus on the structure and the elements of a negotiation, review the main persuasion levers, identify the main control skills and highlight common negotiation tips and traps.

The objective is to help participants develop confidence in their ability to negotiate by ensuring they have a clear understanding of what happens in a negotiation and how they can control their response.

Using a variety of tutor inputs, negotiation exercises and role plays participants will build a staged model of the negotiation process and be provided with several opportunities to practise the application of this model and the tools and techniques involved. The course will cover key elements of the negotiation process:

- The need to negotiate
- Choosing the right type of negotiation
- Structure of negotiations
- Planning to negotiate
- Making and receiving concessions
- Sources of value
- Conditioning the other party
- Managing the mechanics of the negotiation

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Understand the structure and process of negotiation
- Feel more confident in negotiations
- Identify and use the power of a negotiated impasse
- Use the full range of persuasion techniques to achieve their negotiating aims
- Recognise the strengths and weaknesses of their own and the other parties' position
- Differentiate between objectives and positions

## 5.2 EAT THE UGLY FROG

**This programme is designed for experienced negotiators. It gives experienced negotiators opportunities to role-play a competitive negotiation in teams and then critically assess their performance against the key indicators of negative and positive performance identified in early sessions.**

Using a combination of tutor input, psychometric profiling of problem solving style, role-play, peer group review and video feedback, participants will review their negotiating strengths and weaknesses and develop an action plan to improve their negotiated agreements.

This programme builds on the core skills and theory covered in the Say No then Negotiate Programme. The emphasis here is much more on deploying the skills and behaviours.

This programme is the preferred choice for those with experience of negotiation looking to:

- Improve their skills
- Explore different approaches in a safe environment
- Get feedback on their approach and style
- Address aspects of their negotiation performance they are not happy with
- Get feedback from other experienced negotiators
- Reflect on their experience
- Add new approaches and techniques

### **BENEFITS OF ATTENDING**

Following the programme participants will be able to:

- Analyse and control complex negotiations
- Manage their body language
- Control the negotiation process – even when dealing with difficult people
- Recognise the strengths and weaknesses of their preferred style
- Develop an action plan for improving their personal styles
- Achieve a step change in their negotiation through improved planning

## 5.3 RESOLUTIONS WORKSHOP

**Taking participants' real problems and negotiations, this workshop helps groups develop strategies and methods to address real issues and produce an action plan to improve their negotiation performance.**

Frequently this is the preferred choice of organisations and teams who are about to embark on business critical negotiations or who are currently in the middle of complex negotiations. It provides an excellent opportunity to rehearse difficult or complex negotiations with feedback and advice from experienced negotiators.

It is the ideal choice for:

- Members of teams about to enter a negotiation
- Individuals who have not negotiated together before – and who would benefit from doing so in a safe environment
- Those looking to rehearse a negotiation
- Negotiation teams which are experiencing intra team friction or difficulties
- Teams that would benefit from a facilitated structured planning session for a real problem
- Teams which have hit a stalemate in negotiations and are looking for alternative approaches

### **BENEFITS OF ATTENDING**

After attending this workshop, participants will be able to:

- Make progress by working on specific work related issues
- Enter a negotiation with greater confidence
- Identify and prioritise the range of options available to them
- Significantly increase the chance of success
- Reduce negotiation team stress and fatigue
- Redefine existing problems
- Evaluate their negotiation performance and identify strengths and weaknesses

## 5.4 NEGOTIATION MASTER CLASS

**The master class concept uses the knowledge and expertise of a seasoned group of practitioners to support each other through the learning and development process. Using real examples from the work environment, the participants are supported by coaches to develop a variety of approaches to the problem and to review and critique the performance they and their fellow participants achieve.**

This is the preferred choice for senior and highly experienced negotiators as it focuses on the individual's issues and performance and provides detailed feedback.

It requires a level of expertise and openness that makes it a different experience from a conventional training programme.

The process of feedback and review can be much more uncomfortable for people than a training programme. Performing under observation at a detailed level can be personal and very stressful for some people.

Master class events achieve most when:

- Each participant brings an assessment of themselves and a development goal for the session
- This development goal is shared with the other participants as the core target of the feedback and critique
- Participants are streamed to create peer groups that have a shared platform of skills and abilities
- Groups are small (say 4 to 6 people) to focus on practice and feedback
- Case study material is provided in advance of the programme to allow participants to prepare fully before the event.
- The venue is carefully chosen to create a managed environment free from the distractions and baggage of the participants' normal day-to-day job
- The organisation is made aware that the participant will be unavailable for the duration of the master class and appropriate steps are taken to avoid interruption and/or disruption of the event
- Follow-up support is available via clinics, telephone or coaching to support the implementation of any behaviour changes and overcome any obstacles encountered.



## GET IN TOUCH, WE'D LOVE TO HEAR FROM YOU

If you would like to find out more about how we can help you develop talented individuals to drive your commercial success, give us a call or drop us an email.

We're good at listening. We're even better at coming up with solutions. We look forward to talking to you.

**Janet Izatt**

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