



Negotiating Value

Achieve success by negotiating the multiple dimensions of value

> Program Benefits

Negotiating Value, from The Real Learning Company, transforms salespeople into skilled win/win negotiators. Built on leading-edge thinking about negotiation, this dynamic, interactive learning program enables salespeople to turn every negotiation into a success. Working from the proven premise that every negotiation involves multiple dimensions of interests, the program offers a straightforward model for planning and engaging in negotiations. *Negotiating Value* gives salespeople the skills and tools they need to conduct negotiations effectively and resolve them quickly. *Negotiating Value* helps salespeople:

- identify the complex undercurrents in any negotiating situation
- distinguish the various elements of a negotiating challenge
- understand buyer interests that drive negotiating behaviors and outcomes
- apply high-impact questioning techniques to uncover the needs, issues, motivations, values, perceptions, and ideals that create negotiating interests
- explore high-value, low-cost options that increase the range of potential solutions
- create solutions that address multiple dimensions of value
- preserve and improve relationships through cooperative negotiation techniques
- apply known best practices at every stage of the negotiation

> Program Description

By focusing on value-driven negotiation, this program transcends traditional negotiation training. *Negotiating Value* builds on a wealth of research conducted over the past two decades into negotiations, integrating this knowledge with value-oriented selling. Helping salespeople avoid negotiations that are restricted to the single dimension of price, the program opens new windows into other dimensions of value. The program builds on other Real Learning Company Sales Mastery programs that align salespeople's actions with executive buying behaviors.

Negotiating Value embraces the principles of experiential and action learning. Each implementation is strategically customized to ensure relevance and participant retention. Prefaced by individual pre-work, the program leverages the breakthrough technology of learning maps. In tables of six, teams tap into the full power of their collective knowledge and experience. The program concludes with role-plays that provide practice with all the techniques learned during the session.

Map One

- 1. Buyers and Sellers:** Participants immediately engage in a mock negotiation that establishes a benchmark against which to measure progress. It also demonstrates that there are multiple solutions to any negotiation and that the negotiated price does not necessarily drive satisfaction with a negotiation.
- 2. Common Interests:** Participants discover that interests drive negotiating behavior, create a list of their customers' typical interests during negotiations as well as a list of their own, and explore a set of Thought Starter cards that suggest many different categories of interests.

AUDIENCE

Any business professional who engages in negotiations that impact business results.

USERS INCLUDE:

*Toyota, Lexus,
Wells Fargo,
Symantec*



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- 3. High-Impact Questions:** Participants learn to ask skillful questions that successfully identify a wide variety of interests and options. They take a short quiz to help them identify whether a question qualifies as being high-impact.
- 4. Negotiating Value Model:** Participants review a straightforward model that offers a way to plan and engage in negotiations, and explains how situations, dimensions, interests, options, and solutions all fit together.

Map Two

- 1. Situation:** Participants explore the types of interactions with their customers that involve negotiation, realize the importance of understanding each negotiating situation clearly and deeply before jumping into action, and identify specific negotiating situations they want to discuss during the day.
- 2. Interests Role-Play:** Participants practice surfacing as many interests and options as possible during three, 10-minute role-plays. They use the *Negotiating Value* Worksheet to prepare and practice writing high-impact questions. Observers provide behavior-specific feedback during each debrief round.
- 3. High-Value, Low-Cost Options:** Participants learn to develop and recognize potential options that are high in value to the buyer but low in cost to the seller. They also analyze options surfaced during the "Interests" role-play to determine whether they are indeed of high value at low cost.

Map Three

- 1. Applying Best Practices:** Participants apply the best practices to the typical negotiation challenges they face, and identify those practices that are most applicable to the negotiating situations they encounter most frequently. A journal provides additional details and tips on each best practice.
- 2. Mock Negotiation:** Working in triads, participants perform a mock negotiation customized to represent some of the most difficult challenges they face in their work and discuss how value was created in the negotiation. A skill guide card offers an easy tool to keep all the Negotiating Value techniques top of mind.
- 3. Planning for Action:** Working in their journals, participants identify upcoming negotiations, draft high-impact questions, clarify interests, and explore possible options. They then work in pairs to share their plans and receive feedback from each other.
- 4. Tricks and Tips:** Participants discover how to respond to behaviors that seem to make it more difficult to negotiate in a spirit of cooperation.

> Implementation/Customization

Negotiating Value is a one-day program appropriate for three to five teams of six people each. Negotiating situations are customized to match the challenges the participants face. Specific language, forms, and best practices many also be integrated into the learning experience as appropriate.