

Negotiator Profile

Prepared for:

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Negotiation Profile Assessment

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Introduction

Congratulations! You have completed a self-evaluation of your negotiation profile.

The eight phases of the negotiation profile are:

1. Contextual
2. Political
3. Cultural
4. Interpersonal factors
5. Intentional
6. Procedural issues
7. Motivational
8. Tactical

This assessment focuses on the behaviours required to perform each of the eight steps associated with the function of negotiation. For each step you were asked to complete nine self- evaluation assessments.

WHY SELF-ASSESSMENT?

Self-assessment is a tool used to evaluate oneself in a systematic and constructive manner. In our everyday work we make evaluations of our knowledge and skills as we perform our tasks. In some areas we will feel confident knowing we are equipped to perform the task. In others we may feel less so, when approaching a task that we are not as familiar with.

When a self-assessment is complete it turns unaware into aware.

I am aware that I am competent with these behaviours and skills

I am unaware that I am competent with these behaviours and skills

I am aware that I am not yet competent with these behaviours and skills

I am unaware that I am not yet competent with these behaviours and skills

THE OUTPUTS OF YOUR REPORT

From this report you will gain insight into your behavioural strengths and where opportunities exist for you to develop your skills.

It is not intended that the results of the report are to be used to determine role suitability or to assess individual capability within the context of recruitment or outplacement processes. This report will enable both you and your manager to plan the relevant training and development activities required for your personal growth as a negotiator.

Your organisation and you

ABOUT YOUR ORGANISATION

First Name	Davy
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Manager's Email Address	Davyduong@hotmail.com

YOUR DETAILS

Organisation	Premier and Cabinet
Division	
Location	
Role	Procurement Officer
Level	Graduate
Position	
The nature of the goods/services that you most commonly procure, or manage contracts for?	
Phone number	

Your assessment summary

This summary provides you with an overview of your Negotiation Assessment results. Your overall rating is **0.00**. This represents an average rating of per step.

ASSESSMENT TABLE

The table below details your results for each step of the Negotiation Assessment process. Your score is found in the second column together with the associated rating scale, found in the third column.

Category Phase	Your rating	Your Level
Contextual	0.00	Novice
Political	0.00	Novice
Cultural	0.00	Novice
Interpersonal factors	0.00	Novice
Intentional	0.00	Novice
Procedural issues	0.00	Novice
Motivational	0.00	Novice
Tactical	0.00	Novice

1. Contextual

The Contextual dimension: what is the balance of power between the parties?

This is the business to business dynamic between the parties within a negotiation. Who needs whom more? What is the scale, history and risk between the parties? This is important as it affects each party's perception of how powerful they are, and hence their ambition within the relationship. If we perceive ourselves to be weak, we act so, and this becomes a self-fulfilling prophecy. Conversely, we cannot deploy a tactic at the table that will counteract the power of a monopolist. But that doesn't mean there is nothing we can do about this!

The aspects of this dimension for consideration are:

- Our perception of the balance of power between the parties
- The other party's perception of the balance of power between the parties
- Our ability to influence the other party's perception of the balance of power
- Our ability to actually influence the balance of power

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that you are not yet aware of the impact of the bargaining power of the parties on their behaviour, and on the negotiation objectives. You do not recognise the context of the negotiation in terms of the historical relationship between the parties, and the type of relationship that the parties wish to build once the negotiation concludes. You perceive that the negotiation is taking place in a vacuum, and you currently don't recognise opportunities to shape your own strategy, and the shape of the strategy of the other party.

Opportunities to improve your performance at work

Review the plan for a negotiation that went well; list the proportion of the objectives that were achieved.

Describe the drivers of success. Which was most important; planning, power, capability or relationship? Or were all four equal factors in the successful outcome?

Opportunities to improve your performance through coaching or mentoring

Debrief a negotiator after a negotiation that went well. What impact did the relationship between the parties play on the selection of objectives and the chosen persuasion methods?

2. Political

The Political dimension: who are the key stakeholders within the parties?

This is the impact of the relationship between stakeholders in the various constituencies of each party. Who are the key stakeholders and what is their impact on each party? How do their expectations impact on the goals and behaviours of each party? This is important as it affects each party's definition of what needs to be achieved, and when and how it will be. If we have high expectations from stakeholders, either inside or outside the organisation, we behave differently. For example, we fear failure and become irrationally inflexible. Good practice is to recognise the impact of stakeholder groups, to consider how that impacts on each party, and if we can change the impact of those expectations!

The aspects of this dimension for consideration are:

- Our appreciation of the stakeholders inside and outside each party
- Our understanding of how these constituencies influence objectives and behaviour
- Our ability to influence the stakeholders inside/outside our organisation
- Our ability to influence the stakeholders inside/outside the other party's organisation

You assessed yourself at the **Novice** level. Based on your self- assessment, the average of the nine self- assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that you are not yet aware of the impact of stakeholder groups in shaping expectations about process, timing, behaviour and outcomes. Your responses imply that you do not recognise how constituency groups both inside and outside the organisation may affect each party's behaviour. One interpretation of your responses is that you perceive negotiation strategies are developed independently of the organisation's overall strategy, business priorities, and stakeholder expectations. Furthermore, you may not fully recognise the opportunities that exist to shape the expectations of constituencies both inside and outside your own organisation, and constituency groups which impact upon the other party.

Opportunities to improve your performance at work

Review the list of stakeholders for a particular negotiation. Where did the list come from? How did stakeholders' expectations shape the objectives in the negotiation plan?

Opportunities to improve your performance through coaching or mentoring

Debrief an experienced negotiator and ask them how they ensure that they "tune in" to the expectations of internal stakeholders. How do they know who to consult with?

3. Cultural

The Cultural Dimension: how does 'our way/their way' impact the dynamics between the parties?

This is the impact of 'the way we do things' on the behaviour of each party within the negotiation. How do cultural norms impact on the goals and behaviours of each party? Culture can be national, organisational, and/or departmental. This is important as it affects each party's definition of what is and isn't appropriate behaviour. If we negotiate with an organisation that is very similar to ours, they will appear 'normal'. But when their way of doing things is different to ours, we may be challenged by those differences. For example, we may be expecting a quick deal to be made, while the other party is preparing for a long, drawn out series of negotiation meetings. Good practice is to recognize the differences between each party's way of doing business, and to learn from the differences and adapt to the each other's norms. We may even find we can influence their way of doing things!

The aspects of this dimension for consideration are:

- Our appreciation of the way we do things and how that differs from other organisations
- Our ability to diagnose cultural differences between ourselves and the other party
- Our understanding of how culture affects objectives and behaviour
- Our ability to adapt our behaviour to achieve better relationships and/or outcomes

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that you are not yet as sensitive as you might be to the way culture shapes behaviour in negotiation. You do not recognise how organisational and national culture affects each party's behaviour. You perceive that negotiation strategies are developed independently of the organisation's overall way of doing things. You don't fully recognise the challenges that arise when dealing with another party that does business in very different ways to your own organisation.

Opportunities to improve your performance at work

Research 'the cultural web' online and develop a list of ways in which your organisation manifests its culture. Next time you visit a supplier, record all the ways in which their cultural web differs from your own. List the key differences.

Opportunities to improve your performance through coaching or mentoring

Interview a sales person and ask them to list the key differences they notice between their clients in the 'ways of doing business'. Explore the key dimensions affecting the way that organisations approach negotiation, especially in terms of what is considered 'fair' (win/win).

4. Interpersonal factors

The Interpersonal Dimension: how does the chemistry between the parties impact the process?

This is the impact of you and I on the behaviour of each party within the negotiation. There are three issues on the table; you, the other party and, the chemistry (or lack thereof) between you. The more stakeholders involved in the negotiation, the more complicated this becomes. How does behaviour impact on the goals and behaviours of each party? Behaviour is what we can see, yet it is the consequence of not just the organisational goals of each party, but also the personal aspirations, capability and personality of the negotiators. If we deal with a negotiator who we perceive to be 'normal' it can be relatively easy to interact with them. But imagine that the other party is very different to us, for example a low reactor ['cold fish'], and hard to read. Or worse, they seem incapable of moving from their initial position and simply expect us to give them a revised offer. When their way of doing things is very different to ours, we are challenged by the differences. Good practice is to recognise the differences and learn from them, adapting to the other party's behavior in negotiations. We may even learn about our own flexibility at the same time!

The aspects of this dimension for consideration are:

- Our own suite of interpersonal skills, for example listening, communicating and influencing
- Our ability to relate effectively to the behaviour of others
- Our ability to advance our organisation's interests in an assertive way without affecting the person to person relationship adversely
- Our ability to adapt our behaviour to achieve better relationships and/or outcomes

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that your personal and interpersonal skills are not yet as well developed as they need to be to perform as an effective negotiator. You can increase your sensitivity to what the other party says and does. You can improve your ability to influence the other party through what you say, and the way that you say it. You may not fully appreciate the impact that your behaviour has on the relationship with the other party and the outcomes that you achieve in negotiation with other parties.

Opportunities to improve your performance at work

Explore 'active listening' and practice to develop your capability in it. Practice verbal and non-verbal signals to encourage the speaker, and summarise periodically. Assess the impact of behaving differently has on the negotiations you attend.

Opportunities to improve your performance through coaching or mentoring

Ask your Manager to profile your capability in terms of listening skills, communication skills and assertiveness. What are your key strengths and development needs? Have your Manager identify what you are good at, and also prioritise your development needs.

5. Intentional

The Intentional Dimension: what is the impact of goals and objectives on the outcome?

This is the impact of the goals, objectives and targets of each party on the negotiation. There are three issues on the table; our own and the other party's objectives and the degree of overlap between the two. The greater the degree of overlap, the greater the potential to settle between the parties is. What if there is no overlap?

Our goals are too demanding, or their issues are not what we expected? There may be little scope for an agreement. Good practice is to develop a range of objectives and recognise the factors impacting on our objectives, and the other party's. Can we diagnose their issues, objectives and shape their expectations?

Good practice is to recognise the differences between each party's method of negotiation, to learn from them and adapt to the other party's behaviour. We may even learn something about our own capacity for flexibility!

The aspects of this dimension for consideration are:

- Our ability to translate strategy and priorities into appropriate negotiation objectives
- Our ability to diagnose the strategy and priorities of the other party
- Our ability to calibrate how demanding our targets should be, based on the balance of power between the parties
- Our ability to influence the other party's perception about the balance of power and their expected outcomes

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that your ability to source the range of issues that should be addressed in the negotiation is limited. You can increase your ability to develop a range of negotiation objectives. You are relatively limited in aligning the agenda for the negotiation with the goals of the category, and of the business. You are not yet capable setting objectives to maximise the potential for securing better business outcomes, or shaping the expectations of the other party.

Opportunities to improve your performance at work

Review a plan for a negotiation. How many objectives were there? How were they expressed? Why were they expressed in that way? What proportion of the objectives are common to most negotiations, for example specific terms and conditions?

Opportunities to improve your performance through coaching or mentoring

Engage with a negotiator and ask them where the objectives come from. Explore how they know the issues to address at the negotiation? Find out how they calibrate the specific objectives for each issue.

6. Procedural issues

The Procedural Dimension: how do the parties plan to achieve their objectives?

This is the sequence of phases from start to finish of the negotiation process. When does a negotiation start? Earlier than you would think! The negotiation begins when we start to shape our expectations and make assumptions about the other party. That occurs long before the exchange of offer documents and certainly before we sit down at the table to actually negotiate! There are several phases to a negotiation, and good negotiators plan for each phase and manage the process carefully. Negotiations are not random dialogues, they are structured interactions, and we should be clear what is happening and what we want to achieve at each step. In particular, we should not be passive, but instead be a player in the negotiation process. Good practice is to develop a plan for each phase, be clear about what we are trying to achieve, and who is doing what, why and how.

The aspects of this dimension for consideration are:

- Our ability to plan the end to end process so that we are managing the negotiation
- Our ability to identify and demonstrate the most appropriate behaviours at each phase of the negotiation
- Our ability to influence the other party at multiple junctures during the process
- Our ability to behave in accordance with our plan and deal with the unforeseen/unexpected at the table

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that your ability to plan the phases of the negotiation is limited. You are not aware of what is happening at any one time during the negotiation, or what to do at each stage of the negotiation. You tend to be a bystander in the negotiation process, allowing the other party to shape what happens and when. You are not yet capable of actively managing the process and/or the interactions with the other party.

Opportunities to improve your performance at work

Attend a negotiation and observe the process. Identify how the participants began the negotiation, and how they signalled when to move to the next phase. If you can, reconcile the actual negotiation with the negotiation plan. Did it go to plan? What does this tell us about negotiation, and the planning process?

Opportunities to improve your performance through coaching or mentoring

Engage an experienced negotiator and ask them how they plan for the different phases of a negotiation. How do they know which phase the negotiation is in at any given time? Ask them what they do at different phases, and how they know to move on to the next phase? What signals are used and how do the parties recognise the signals? When does the negotiation begin and end?

7. Motivational

The Motivational Dimension: how do we reach agreement between the parties?

This is the way we try to persuade the other party to move from their original position to a place where we can reach agreement within a negotiation. Many people rely on facts, data and logic to persuade the other party. What if they have facts, data and logic that are as good as ours, only different? We will reach an impasse with each convinced we are right and the other is wrong. We need a variety of motivators. Ideally we will have at least two to use to reach agreement for each objective. There are at least five potential motivators and good negotiators plan to deploy theirs carefully. The other party will have their own, we need to anticipate how they will seek to persuade us. We should be clear how we plan to persuade the other party on each issue in the negotiation. In particular, we should not be tied to a single method of motivating the other party. Good practice is to develop a plan for how we will motivate the other party and how we will neutralise their motivators for us.

The aspects of this dimension for consideration are:

- Our ability to develop a range of ways for persuading the other party
- Our ability to anticipate how the other party may seek to persuade us
- Our ability to select motivators that are congruent with the balance of power between the parties and the planned relationship we desire with the other party
- ability to execute our motivators and deal with the other party's persuasion methods at the table

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

You are at the beginning of your journey in negotiation capability. Your responses indicate that your ability to plan to persuade the other party is limited. You are not aware of how to persuade others, or how they might seek to persuade you. You tend to be passive in the negotiation, allowing the other party to persuade you without you knowing. You are not yet capable of recognising why the other party is behaving in the way that they are, or how you might respond most appropriately.

Opportunities to improve your performance at work

Attend a negotiation and observe how the participants try to persuade each other. Do they present or try to deconstruct each other's arguments? Where do the ideas come from? Review a negotiation plan and focus on the how; how did the team plan to persuade the other party? What ideas were used and what was their origin? How did they know how to persuade the other party?

Opportunities to improve your performance through coaching or mentoring

Engage an experienced negotiator and ask them how they develop ways of persuading the other party. Do they have a 'toolbox' of standard ways of influencing the other party, or is every negotiation different? Ask them to list a number of different ways of influencing the other party, and to give you examples of each approach.

8. Tactical

The Tactical Dimension: what are the tactics deployed between the parties?

This is the way that each party seeks to use standard patterns of behaviour, tactics and ploys to achieve their objectives in a negotiation. For example, many buyers ask the seller for a cost breakdown so that they can understand the cost build up [the 'salami slice']. The other party may counter this tactic with a 'package deal'.. We need to be aware to understand what is happening at the table, and wise enough to recognise which behaviours are appropriate and which are not for the culture of the organisation, the desired relationship and the targeted outcomes. There are a number of tactics and good negotiators plan to deploy them carefully. The other party will have their own tactics, so we need to anticipate how they will seek to influence us. In particular, we should aim not to be predictable in motivating the other party. Good practice is to use tactics that do not harm the relationship. To be effective, the other party should not recognise our behaviour as a tactic or ploy, and, in turn we should be able to recognise the tactics deployed by the other party on us. The aspects of this dimension for consideration are:

- Our ability to develop a portfolio of tactics that are legitimate and compatible with our culture and ethical standards
- Our ability to match the tactics to the situation so we contribute to the targeted relationship with the other party and/or outcome
- Our ability to deploy our tactics appropriately
- Our ability to recognise and neutralise the tactics that may be deployed by the other party

You assessed yourself at the **Novice** level. Based on your self-assessment, the average of the nine self-assessment questions is **0.00**.

CONSIDERATIONS

YYou are at the beginning of your journey in negotiation capability. Your responses indicate that your ability to identify the use of tactics is limited. You are not aware of how we or the other party may seek to adopt ploys in order to affect the process, the relationship or the outcome. You are naïve in the negotiation, unaware of how we might use tactics appropriately, or how the other party may seek to use tactics and ploys in order to persuade you. You can be manipulated in ways that you do not recognise.

Opportunities to improve your performance at work

Research a list of negotiation tactics. Consider how each one might be used by the buyer and/or the seller. Some tactics are more appropriate than others; list the tactics that would be acceptable for use in your organisation. Would any damage the relationship with the other party? Why, and how?

Opportunities to improve your performance through coaching or mentoring

Engage an experienced negotiator and ask them to list tactics they have encountered in their experience. Which are most/least effective? Ask them to distinguish between those tactics that are 'legitimate', in that they could be used without damaging credibility, and those that are less appropriate.

Report contributors



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