

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

During your registration process at criticalskillsboost.com you provided information to us. This information is displayed below for your reference.

YOUR REGISTRATION INFORMATION

First Name	Ben
Last Name	Shute
Email Address	Ben@comprara.com.au
Manager's First Name	Ben
Manager's Last Name	Shute
Manager's Email Address	Ben@comprara.com.au

YOUR DETAILS

Organisation	Energy and Water Supply
Division	Division
Location	
Role	Contract Manager
Level	Advisor
Position	Position
The nature of the goods/services that you most commonly procure, or manage contracts for?	
Phone number	Phone

Your assessment summary

This summary provides you with an overview of your Negotiation Assessment results. Your overall rating is **203**. This represents an average rating of **56.39%** 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	62.22%	Evolving
Political	46.67%	Beginner
Cultural	66.67%	Evolving
Interpersonal factors	37.78%	Aware
Intentional	57.78%	Intermediate
Procedural issues	48.89%	Beginner
Motivational	51.11%	Intermediate
Tactical	80.00%	Expert

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 **Evolving** level. Based on your self-assessment, the average of the nine self-assessment questions is **62.22%**.

CONSIDERATIONS

You have developed some negotiation capability, but your responses indicate that you can develop your understanding of the impact of each party's bargaining power on two key issues; the behaviour of the parties, as well as the range and rigour of their negotiation objectives. You can further develop your appreciation of the context of the negotiation which covers both the historical relationship between the parties, and the type of relationship that the parties wish to build once the negotiation concludes. You can increase your sensitivity to the balance of power between the parties. You can also increase your sensitivity to opportunities to shape your own strategy, and the strategy of the other party.

Opportunities to improve your performance at work

Assess the balance of power between two parties as part of a negotiation plan. Develop the negotiation plan and reflect on how you plan to use (or neutralise) power.

Opportunities to improve your performance through coaching or mentoring

Participate in a negotiation planning session. List the assumptions that underpin your objectives and behaviours. How do you validate these assumptions? Try to 'pressure test' the assumptions during the planning process.

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 **Beginner** level. Based on your self- assessment, the average of the nine self- assessment questions is **46.67%**.

CONSIDERATIONS

You have begun your journey in negotiation capability. Your responses indicate that you are aware of the impact of stakeholder groups in shaping expectations about process, timing, behaviour and outcomes. Your responses imply that you recognise how constituency groups both inside and outside the organisation may affect each party's behaviour. One interpretation of your responses is that you can enhance your understanding of how negotiation strategies are developed to be aligned with the organisation's overall strategy, business priorities, and stakeholder expectations. Furthermore, you can increase your recognition of opportunities 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

Attend a negotiation planning session and describe where the "long list" of negotiable issues came from? The procurement strategy and/or the business plan? What role did stakeholder expectations play in the issues, objectives and targets?

Opportunities to improve your performance through coaching or mentoring

Talk to a procurement manager about their experience of suppliers seeking to subvert the procurement process. Describe what the suppliers tried to communicate, who they targeted and what channels they used. What does this mean for us as negotiators?

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 **Evolving** level. Based on your self-assessment, the average of the nine self-assessment questions is **66.67%**.

CONSIDERATIONS

You are progressing in your development of negotiation capability. Your responses indicate that you recognise the impact of culture in shaping behaviour and expectations for outcomes. You are sensitive to some dimensions of culture, whether organisational or national. You can further enhance your sensitivity to how culture impacts our behaviour and the other party. You can increase your ability to avoid cultural differences impacting on the relationship between the parties by adapting your behaviour and learning from the other party's ways of doing business.

Opportunities to improve your performance at work

When planning your next negotiation, profile the other party in terms of organisational and national culture. In what ways do they differ from us? Consider behaviour, decision making, governance, selection of persuasion methods, a definition of what is 'fair' etc.

Opportunities to improve your performance through coaching or mentoring

Consult with an experienced negotiator and ask them to describe some experiences in negotiating with parties with national cultures other than their own. What were the salient issues and 'take aways' in terms of how we can build (national) cultural literacy?

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 **Aware** level. Based on your self-assessment, the average of the nine self-assessment questions is **37.78%**.

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 **Intermediate** level. Based on your self-assessment, the average of the nine self-assessment questions is **57.78%**.

CONSIDERATIONS

You have started your journey in negotiation capability. Your responses indicate that you have an opportunity to increase your appreciation of the range of issues that should be addressed in a negotiation. You can also increase your capability in developing a range of negotiation objectives. You can better align the agenda for the negotiation with the goals of the category, and of the business. You can improve 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

Attend a negotiation planning session and consider how the team derives the issues to be included on the agenda. Investigate how the objectives are actually calibrated. How does the team decide when to set a 'stretch' objective and when to set a more 'cautious' objective?

Opportunities to improve your performance through coaching or mentoring

Debrief a negotiator after a negotiation that did not achieve all of its objectives. Find out if the achievement of objectives is a sign of success, and the converse is a sign of 'failure'. What were the main causes of the failure to achieve the objectives; were they too demanding or was there a lack of capability or negotiating power within the team?

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 **Beginner** level. Based on your self-assessment, the average of the nine self-assessment questions is **48.89%**.

CONSIDERATIONS

You are continuing your journey of developing your negotiation capability. Your responses indicate that you are growing in your ability to plan the phases of the negotiation. You are aware of what is happening at any time during the negotiation, and you are increasingly aware of what to do at each stage of the negotiation. You tend to be an observer in the negotiation, noting when the other party tries to shape what happens and when. You are actively increasing your capability to manage the process and/or the interactions with the other party.

Opportunities to improve your performance at work

Develop a negotiation plan with specific actions at each phase of the process. What should you be doing and when? How will you signal to the other party that you want to move on to another phase? Execute the negotiation, and review whether it went to plan or not. What factors affected the degree of conformance of the actual negotiation to the plan?

Opportunities to improve your performance through coaching or mentoring

Observe an experienced negotiator managing the process. Watch for what they say and do to signal that the negotiation is migrating from one phase to another. How do they behave differently in each phase? Ask the negotiator to describe how they assess when it is appropriate to migrate to the next phase? What role does the plan play in this process?

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 **Intermediate** level. Based on your self-assessment, the average of the nine self-assessment questions is **51.11%**.

CONSIDERATIONS

You are continuing your journey to develop negotiation capability. Your responses indicate that your ability to plan to persuade the other party is growing but you still have opportunities for improvement. You are growing in awareness of how to persuade others, and how the other party might seek to persuade you. You tend to be reactive in the negotiation, allowing the other party to persuade you without either neutralising their persuasion methods, or seeking to persuade them back. You do not recognise why the other party is behaving the way that they are, or how you might try to persuade them in turn.

Opportunities to improve your performance at work

Develop a negotiation plan and use logic, data and facts to support your position. Plan what you will say, and how you will say it. Focus on how the facts support your point of view, and how you can present them to best effect. Now adopt the 'Devil's Advocate' perspective. In what way are your arguments poor? What contrary facts might the other party present? What will you do then?

Opportunities to improve your performance through coaching or mentoring

Engage an experienced negotiator to review your plan for an upcoming negotiation. Ask them to comment on the ways that you plan to persuade the other party. How strong are your persuasion methods, and how might the other party react to your approach? Ask them to anticipate how the negotiation might develop, and how the plan might be edited to make a better outcome more likely.

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 **Expert** level. Based on your self-assessment, the average of the nine self-assessment questions is **80.00%**.

CONSIDERATIONS

You are an expert in negotiation. Your responses indicate that you are not only able to use tactics and ploys in a way that is appropriate for the negotiation, but you can also neutralise any tactics deployed by the other party. You use tactics/ploys when appropriate to affect the process, the relationship and the outcome. You are a maestro in the negotiation, using tactics appropriately, and dealing with tactics deployed by the other party. Others look to you for guidance, and you are able to develop policy and guidance on the use of tactics/ploys.

Opportunities to improve your performance at work

Absent authority ('Head Office won't let us agree to that clause!') is a common tactic from sales people. Develop guidance for your organisation on how to deal with the tactic. How can we ensure that the other party has people at the table empowered to make decisions on all the negotiable issues, so that some are not 'off the table' before the negotiation even begins?

Opportunities to improve your performance through coaching or mentoring

Engage with your peers and develop a list of tactics whose use may damage the reputation of your organisation and/or the quality of the relationship with the other party. Discuss how negotiators recognise the use of these tactics by the other party and how they should respond. Should we ban the use of these tactics?



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