Who are The Gap Partnership?

And why is negotiation today’s most powerful business skill?

Of all the skills required in business, there’s one that transcends all the rest – negotiation. It is the basis of all business success. And, at a time when business is more challenging than ever before, it is the skill that distinguishes the winners from the also-rans. Every time a contract is signed, a sale secured or a deal agreed, the effectiveness of those who negotiated it has a major influence on profitability.

We specialize – wholly and exclusively – in negotiation. We’ve studied it, dissected it, analyzed it and applied it. It’s a subject we’re passionate about. In fact, it’s an obsession. We measure ourselves by the results achieved by our clients, because that’s what counts in the real world. It’s an approach that has made us the preferred partner for many industry-leading companies.

Real-world experience
Our consultants are, first and foremost, skilled negotiators in their own right, with a deep understanding of business dynamics. They have extensive practical experience in planning and executing mould-breaking deals, working as part of the client’s negotiating team. It is this real-world experience that is transferred to your organization during The Complete Skilled Negotiator workshop, a comprehensive program designed to equip your business or organization with negotiating skills that will last a lifetime.

Negotiation: there’s no other business skill with greater power to help your company achieve better results in a harsh economic climate.
Maximizing opportunities

You will learn the practical skills needed to negotiate effectively in high pressure situations, using video analysis and interactive tools to determine the appropriate negotiating strategies, referencing real-life cases which can be drawn from your own business sector.

You will discover which negotiation tactics are necessary to maximize opportunities. Designed to help avoid deadlock situations, these tried and tested techniques cover opening positions, the use of time, volume, authority, concessions and power.

To ensure every deal is optimized, critical trading skills are integrated into every workshop. This includes learning about the trading process itself, use of conditional bargaining, how to build value into your proposals, working with agendas and issue maps, and more.

Psychology can influence the outcome of every negotiation. You will learn how stress can affect behavior and how a high level of awareness of the other party's goals and drivers can establish a climate for progress.

Our programs show you how attitudes, values and inhibiting factors can hinder progress when trading in stressful situations – but how, with ego and emotions in check, you can negotiate the best possible deal.

$112bn

Cost of bad negotiation skills to the US economy.

Interactive

The Complete Skilled Negotiator will enable you to:

- Plan and prepare for negotiations, optimizing the available intelligence
- Develop and control the negotiation agenda
- Identify and implement the most appropriate strategy
- Create and maintain the right climate
- Effectively question the other party
- Use effective listening skills to “get into the other party’s head”
- Develop and control the negotiation agenda
- Trade across a range of concessions to achieve maximum benefit
- Develop and present creative proposals which influence the shape of the package and the profitability of the deal
- Employ a range of tools to manage the negotiation
- Control the other party’s aspirations and the balance of power
- Maintain self-control and manage perceived conflict
- Resolve problems and deadlock to close the deal
- Secure highly profitable deals.

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2 Objectives

What does the workshop deliver?

The overriding objective of The Complete Skilled Negotiator workshop is to give you a crucial edge in any negotiation.
3 Our philosophy

Getting inside the other person’s head

Experience and research confirms that because the dynamics of negotiation take place inside people’s heads, it is only by ‘getting inside the other person’s head’ that we can hope to negotiate effectively.

Whether it’s preparation, positioning, understanding the really critical issues or simply recognizing that you are dealing with a human being and not a corporate brand, success lies in gaining access and insight into what the other person is thinking.

Once inside, you’re in a strong position to understand the true meaning behind the words spoken, to appreciate the shape and pace of the debate and to know when there’s scope for movement. When you can recognize all this, you’re well placed to secure the best possible results.

Meeting real business needs
The Gap Partnership’s Complete Skilled Negotiator program has been developed to meet the real business needs of companies striving for success in the current tough business environment.

What makes the program unique is the spectrum of approaches to negotiation covered and the advice delivered on choosing the right approach and strategy for each individual business-to-business negotiation.

Fine-tuning the approach
Our methodology for transferring negotiation skills is structured around a series of highly effective learning models, as exemplified by the Clockface and the 14 Behaviors.

The Clockface references the relationship between the buyer and seller. Each position on the Clockface denotes a different type of relationship, requiring a different type of negotiation strategy. Is this a one-off transaction in which there is no requirement for a future relationship? Or are you negotiating with a long-term supplier whose continued survival is in your own long-term interests? Once you understand where you and the other party stand on the Clockface, the dynamics of the negotiation start to fall into place.

The 14 Behaviors are tactical skills that will help you to control the negotiation. Clear thinking, self-control, the use of silence, listening and interpretation, concession trading, building trust, controlling expectation – you will learn all these skills and how to use them to move the negotiation towards a successful and profitable conclusion.

5.8%GDP
Potentially saved through better negotiation.
(Source: CEBR Research 2009)
Who should attend?
New business graduates, general managers looking to maximize budget effectiveness, national account managers, purchasing professionals and even the most experienced directors and negotiators find the workshop invaluable.

How many can attend?
Whether you choose an in-house or open program, the emphasis on individual coaching limits each workshop to eight delegates.

How long is the workshop?
This is an intensive 3½ day residential workshop, with full 12 hour days.

Is the program practical or theoretical?
70% of the program is devoted to practical work. Attendees conduct negotiations and use video analysis to identify the appropriateness of the strategies, tactics and behaviors deployed.

Can the program be tailored?
Some of our clients prefer us to tailor a version of The Complete Skilled Negotiator program precisely to their requirements, using scenarios drawn directly from their sphere of operations. We are very happy to put together these tailor-made programs.

Is there any follow-up learning?
Following a comprehensive personal feedback session, every person attending the workshop is sent a personal development report by the workshop tutor, offering feedback on their workshop performance and practical advice on ways to improve future performance. All attendees are given access to eGap, our proprietary online continuous development solution. It provides a platform for a suite of web-based training and evaluation solutions, helping delegates who have attended The Complete Skilled Negotiator workshop to reinforce and develop their personal skills in the field of negotiation.

The Complete Skilled Negotiator program is available year-round either on an open-program basis, or as an in-house workshop tailored to your precise requirements.

Average cost benefit per individual negotiation post-workshop

$917,908
Sustained behavioral shift
At a time when the business environment is more challenging than ever before, The Complete Skilled Negotiator is designed to deliver sustained behavioral shift, equipping your organization with the skills it needs to succeed in the future.

Building on practical skills, it re-orientates your approach to negotiation. Instead of looking for an easy, comfortable way through the negotiation, it alerts you to angles and opportunities that can make a genuine difference to your company’s bottom line.

The benefits of being a skilled negotiator are applicable across the business spectrum. Wherever there is a deal to be done – and business is essentially a continuous series of deals – the competencies that you have learned during the program can be deployed to achieve success.

For some organizations, a tailor-made version of The Complete Skilled Negotiator program may be more effective for achieving sustained behavioral shift. We regularly design and implement workshops predicated on specific issues confronting individual organizations.

Bottom line

A measured return on investment

When times are tough, the ability to negotiate effectively is a paramount skill. Our program is focused, dynamic and – above all – a sound investment.

5 Long-term benefits

$15,418,987
Projected yearly cost benefit to the retail sector by negotiating better deals.
(Source: CEBR Research 2009)
Measured and accountable

In today’s economic climate, accountability is essential. We recognize that our clients want to be certain that their investment in The Complete Skilled Negotiator program will offer them a quantifiable return, so we have developed an online ROI tool which quantifies the change in attendees’ performance.

Using our eGap portal, attendees record their pre-program performance to establish a baseline parameter. After completing the workshop, they continue to track subsequent performance via eGap. This process records what individuals and teams are doing differently, what behaviors are working for your business and how much value has been created with your business partners.

Building on what’s been learned

The learning process does not stop once the workshop is complete – continuous professional development is a critical part of The Complete Skilled Negotiator experience. Each attendee receives a personal report and a development plan to guide future skills growth. After a month, we reinforce the message with a personalized coaching session for each individual. After three months, there is a one-day follow-up workshop, structured to ensure that skills are firmly embedded, and that individual performance is delivering a quantifiable benefit to the organization.

Measured & accountable

We measure ourselves by the success of our clients. That’s why we have developed a robust system that enables you to quantify the return on your investment in our program.

$48m
Cash release secured for national retailer

$1.6m
Marketing fund secured for CGI organization

$13.5m
Cash release secured for pharmaceutical organization
Data collected online will measure your ability to translate your new-found skills into quantifiable results. By putting what you have learned into practice, the cost of the workshop will soon be recouped and your enhanced negotiating expertise will add incremental value to yourself, your team and your employer.

Perhaps the most flexible feature of eGap is the library of negotiation techniques. Available in text, video and audio formats, this searchable database includes valuable information about how to optimize your performance in negotiation scenarios as well as ‘White Paper’ documents from the cutting edge of our profession.

eGap is a key differentiator in the battle for better deals. It extends and enhances the value of The Complete Skilled Negotiator workshop, consolidating your understanding of what you have learned so that it becomes a powerful tool for continuous professional development. Smart people never stop learning.
A program for sustained success

The attendee journey

Stage 1
Through initial meetings with key individuals, we establish an understanding of the environment in which your people operate, and your specific requirements from the program.

Specifically we aim to:
- Gain an understanding of your training strategy
- Understand your trading relationships
- Appreciate the trading variables used in negotiations
- Establish how targets and objectives influence your team’s behavior

We submit a proposal that lays out the structure, content and evaluation process. Following feedback and fine-tuning, we develop program content and materials.

Stage 2
Attendees will be invited to register online with eGap and complete The Gap Partnership’s negotiation profi le.

The 14 negotiation behaviors form the framework for learning throughout the program. By profi ling against these, attendees will be able to view their capability as a negotiator against any business sector norm. Attendees will understand areas of personal strength and establish any specifi c learning opportunities prior to attending the workshop.

Stage 3
We then deliver the 3 ½ day Complete Skilled Negotiator workshop, using interactive tools as well as video and audio analysis. The workshop ends with 360° and one-to-one feedback.

Stage 4
- Following the workshop, each attendee receives a personal report and development plan
- Individual attendees are invited to submit details of their subsequent deals to be analyzed using the eGap ROI calculator
- Individual outcomes are measured and evaluated, and the results are distributed.

Stage 5
- One month after the workshop, we deliver a personalized coaching session for each attendee
- Three months after the workshop, we deliver a one-day follow-up workshop to reinforce what has been learned and to answer specifi c issues that have been encountered back in the workplace.

Stage 6
- A follow-up meeting enables us to present you with an evaluation of the total program.

Stage 7
- Everyone who attends The Complete Skilled Negotiator workshop is given access for one year to eGap, our online learning portal
- It provides continuous professional development and support, helping to consolidate the learning process and offering skills training reinforcement for negotiators who want to maintain their capabilities in a demanding market.

The Complete Skilled Negotiator program has been developed to impart the principles, behaviors and dynamics of negotiation, applicable across all business disciplines and sectors.

This overview takes you through each stage of The Complete Skilled Negotiator Program.
“We are the acknowledged experts in negotiation. Why go anywhere else when you need the best?”
Graham Botwright, Managing Partner USA, The Gap Partnership

“The ability to negotiate successfully extends to all parts of a business. But most of all, it can have a massive impact on the bottom line.”
Steve Gates, Managing Partner UK, The Gap Partnership

“At a time when margins are tight, it is probably the single most effective way to give your company – and yourself – a competitive edge.”
Nigel Wolfin, Finance Director, The Gap Partnership
The Gap Partnership is acknowledged as a center of excellence for negotiation. Our proposition is clear:

– Practitioners in negotiation
– Workshop-based skills development
– Comprehensive follow-up activities delivering continuous professional development
– Measurable results
– Accountable for outcomes
– Sharpening your company’s competitive edge over the long term
– Trusted business partner with over 300 of Fortune 500 firms.

The Gap Partnership: nothing but negotiation.
www.thegappartnership.com

For more information or booking please contact:
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Nothing but negotiation