

NIP Negotiating and Influencing Skills Review

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Company: IPM Marketing

Project: Sample NIP project



Introduction

The Negotiating and Influencing Profile

The Review gives you insight into your negotiation and influencing skills and practices, as you perceive them. The Review shows the results of your responses to the Negotiation and Influencing questionnaire, which you recently completed. The results are also compared to the results of your colleagues' Reviews. Additional ratings are shown if you have undertaken a 360 degree review.

The Review summarises the responses to a series of questions relating to the way you go about negotiating.

Interpreting the Review

The Review is based on the internationally accepted ENS Negotiation and Influencing model that has evolved over twenty-five years. We have developed this model from our work in the field of negotiation with people from many different backgrounds. Research and experience have shown that the ENS model accurately reflects the processes that underlie negotiation, influencing and conflict resolution.

The Review assesses 19 desirable competencies that successful negotiators and influencers should be able to employ at a depth appropriate to the level and importance of the negotiations they undertake. The twentieth competency describes behaviours that successful negotiators generally avoid. The primary objective of the Review is to enable the person being reviewed to understand their personal strengths and weaknesses in the skills of negotiation and influencing. The Review results enable the design of development activities both to overcome areas of weakness and to build on identified strengths.

Expectation Level

Each competency has an Expectation Level attached to it. These indicate the level at which someone at the position level could reasonably be expected to practice the competency. They may have been set specifically for the organization or may be the ENS generic expectation levels. There are five levels of expectation:

Level 1 - Basic

Level 2 - Developing

Level 3 - Sound Working

Level 4 - Advanced

Level 5 - Expert

Norm Group Used

No norm group - raw data reported.

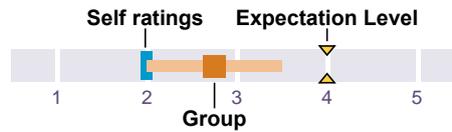
Structure of this Report

An overview of your ratings for each Negotiating and Influencing Skill

Ratings reported are 'raw' scores. This means they are the exact results given by the people who rated you. Where there is more than one Reviewer from a Viewpoint, the results are averaged to produce the result.

Charts showing ratings on each Negotiating and Influencing Skill

The charts are modified 'box & whisker' charts; one for each viewpoint. They are similar to the one shown below.



Open-ended comments made by your reviewers

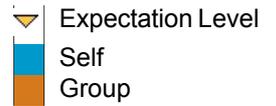
These are reprinted in anonymous un-edited format. Reviewers, including yourself, were asked to supply any comments they might have on your negotiating skills.

These comments should be reviewed to see how they can help to clarify the ratings given. Such comments can be very helpful in your professional development.

Overview of Ratings

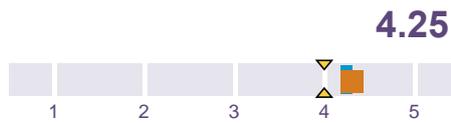
These charts show the overall ratings received by you for each of the Negotiating and Influencing Skills.

Legend



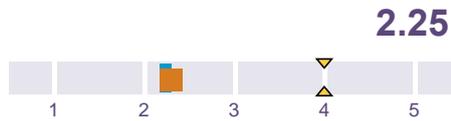
1. Process Awareness

Distinguishes between 'what' (the matter being negotiated) and 'how' (the way the negotiation is being conducted). A negotiator with high 'process awareness' stands back from the issues of the negotiation and identifies and manages the process to achieve the desired outcome.



2. Pre-negotiation

Negotiators high in the use of this competency take the opportunity to influence the other parties before formal negotiations take place. In doing so, they build relationships, check assumptions and ensure there is sufficient time to prepare.



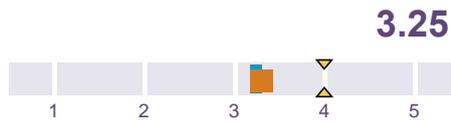
3. Objectives

Focuses on the objectives of the other parties to the negotiation, not just own side. Determines the negotiation ranges after considering the most optimistic outcomes, the best alternative options available and the bottom lines.



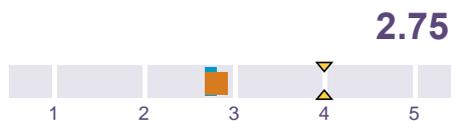
4. Motivation

Diagnoses the needs of the other parties. Pays particular attention to 'hidden agendas' and underlying personal motivators of the key influencers, their personalities and their short and long-term aims.



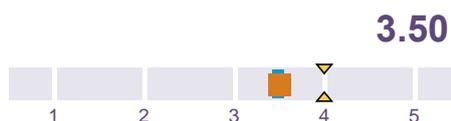
5. Common Ground

Identifies the common ground between the parties, both in shared personal interests and in the subject matter of the negotiation. Builds on this and develops it as a focus for agreement throughout the interaction.



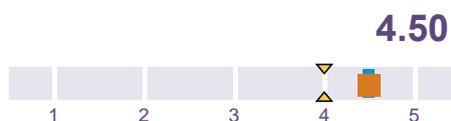
6. Style

Chooses to behave in a manner best suited to the style of the other parties and the atmosphere of the negotiation. Purposefully adopts intentional style flexibility and can maintain the choice even under pressure or in emotional circumstances.



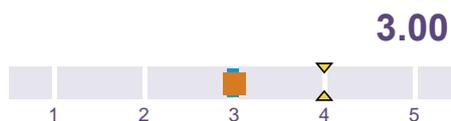
7. Time

Manages the time frames of the negotiation. Influences the start and conclusion times and is purposeful in using time constraints, time pressures and controlling the overall duration of the negotiation.



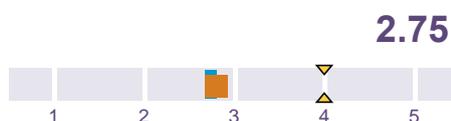
8. Place

Manages the physical environment. Takes control of the venue location and setting and is purposeful in influencing the surroundings, seating and facilities to achieve the desired atmosphere.



9. Emotion

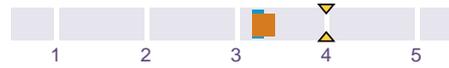
Manages the emotional mood of the negotiation. Influences the levels of personal rapport, takes account of emotional undercurrents and is sensitive to the degree of trust/mistrust between the parties.



10. Power

3.25

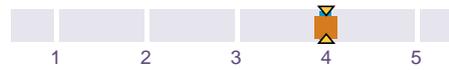
Monitors the actual and perceived power balance between the parties. Influences perceptions of the power relationships through appraising sources of power and enhancing or diluting own negotiating power.



11. Tactics

4.00

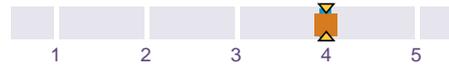
Identifies tactics used by the other parties. Applies a range of tactics and counter-tactics drawn from own broad repertoire and by anticipating those that other parties may employ. Uses tactically planned opening moves and other tactics deliberately throughout the negotiation.



12. Concessions

4.00

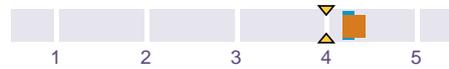
Anticipates concessions that may be made by each party. Plans the amount and timing of concessions to be made or gained, and assesses the value of each from the point of view of the other parties. Seeks something in return for concessions made.



13. Pacing

4.25

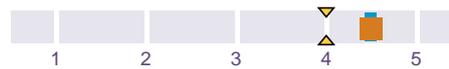
Manages the sequence of a negotiation through phases in which procedural matters are agreed, and issues are declared and clarified before solutions are found. Summarises progress through the phases of negotiation to signal purposeful management.



14. Settlement

4.50

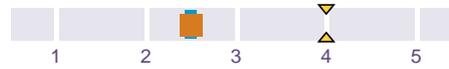
Creates mechanisms for guaranteeing commitments. Locks in substantive issues through managing the process of documentation, and commits relationships by ensuring clarity, understanding and agreement to actions.



15. Post-negotiation

2.50

Ensures compliance (planned before negotiating) with implementation agreements reached. Maintains contact after the formal negotiation to further develop relationships with other parties. Consciously reflects on other parties' behaviours and own performance.



16. Verbal Communication

2.75

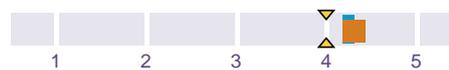
Chooses words with care to clearly signal confrontation or cooperation (using supportive phrases and the other parties' words when appropriate). Shows awareness of the effect of phrases that may irritate and the use of technical terms or jargon.



17. Questioning

4.25

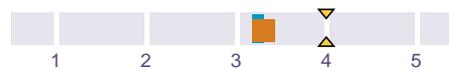
Prepares and constructs questions knowingly. Uses questions purposefully to get the other parties talking, to help overcome objections and generally to help guide the progress of the negotiation.



18. Listening

3.25

Actively listens with care to really hear the other parties. Ensures understanding before responding and without letting their mind wander. Sends verbal and non-verbal signals to assure the other parties they are being heard.



19. Non-verbal Communication

2.50

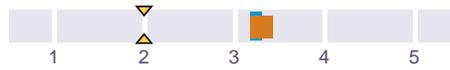
Observes and interprets the other parties' level of comfort/discomfort by monitoring their non-verbal behaviours. Sends planned and deliberate signals in behaviour and voice control to reinforce meaning and intent.



20. Recognising Less Effective Behaviours

3.25

Identifies four behaviours that successful negotiators generally avoid. These can also be used as a consistency check. Where respondents are approaching the review 'consistently', responses to these statements should score less than two and preferably one.



Reviewers' Comments

Reviewers were asked to supply any comments they might have on your negotiating skills. The comments printed here will include any that you contributed about yourself.

How do you feel you could improve in negotiating

1. Pay more attention to non-verbal signals and behavior / Daugiau dėmesio skirti neverbaliniams signalams ir elgesiui.

What do you feel you do well in negotiating

1. Planning good negotiating strategy / Geros derybų strategijos susiplanavimas.