

As you might have heard of them, the most common challenges faced when negotiating anywhere, are as follow:

- Unable to sufficiently prepare for negotiations
- Unable to establish any common understanding with the other party
- Unable to communicate effectively between the 2 parties
- Unable to structure deals that are perceived as win-win to both parties
- Unable to get your adversaries to abide by their agreements

Having these concerns in mind, "The Art of Sales Negotiations" programme is created as a result of 1-to-1 coaching with sales people from a variety of industries across 19 cities in Asia, based on the tried-and-proven techniques that has been applied to many business situations worldwide.

This programme has been tried, modified, and re-tested to make sure that it delivers results for sales people, including those in the Chinese context.

Objectives and Benefits

By the end of the training programme, you shall be able to:

- 1) Plan and prepare your negotiations for optimal outcomes;
- 2) Know your negotiating style and how to adapt it to your adversaries' and
- 3) Get your adversaries to abide by their agreements

Methodology

This workshop consists of a lively series of short participative lectures conveyed using plain uncomplicated explanations. Learning will be facilitated through *exercises and case studies*. Ample seminar materials will be given to participants so that these will be a constant source of reference to them. Ample time will be allotted for *group discussion*.

Target Participants

This workshop is for sales and other people who face unique negotiation challenges in China or Asia, and are looking for practical ways to achieve better negotiating outcomes.

正如你可能了解的，無論在任何一個國家，幾乎包括所有行業在內，商務談判所面臨的最普遍的挑戰如下：

- 無法做好、做足談判的準備工作
- 無法與對方取得共識
- 雙方無法有效溝通
- 無法獲得雙贏的談判結果
- 無法讓對手遵守談判承諾

「戰略談判」就是針對對此類問題而開發的課程，它是一門建立在對亞洲19個城市各行各業銷售人員所進行的“一對一”輔導的實踐結果上。

本課程已經過多次嘗試、修訂和再實踐，以確保其對銷售人員的實用結果，包括應用於中國商務環境。

課程目標和學員收益

在本課程結束後，學員將能夠：

1. 做足準備已獲得最優談判結果
2. 了解自身的談判風格，並能夠迎合對手的風格做調整；以及
3. 讓對手遵守談判承諾

培訓過程

本課程包含一系列生動翔實的參與性講解，說明和解釋通俗易懂，*練習和案例貫穿始終*，學員還會獲得大量的講座材料，作為日後的常用參考資料。講座還將為*小組討論*作出合理的時間安排。本課程讓您能夠把所學到的知識立刻運用在工作上。

培訓對象

對自己此前所參加的所有談判培訓均感到不盡如人意、期望獲得具有實效、切實可行結果的經理及員工。

1. Sharing of experiences:

- What was one successful and one unsuccessful negotiation that you had experienced before?
- Describe an upcoming negotiation that you feel will be a tough negotiation

2. Common negotiation mistakes sales people make

- Not understanding your negotiation adversaries enough
- Having unclear negotiation targets and bottom lines
- Conceding way too much too quickly
- Unable to identify the negotiation the other party's real interest
- Unable to leverage or increase your bargaining power

3. Planning your negotiations:

- "Know when to fight, and when not to fight" -- Sun Tzu
- Setting your negotiation outcomes
- Setting your BATNA (Best Alternative to a Negotiated Outcome)
- Understanding the other party's BATNA and possible interests
- Identify and leveraging possible sources of bargaining power

4. Knowing yourself and your adversary

- Understanding the cultural and business background of the other parties
- How do you build trust in negotiations?
- *Role plays and discussion*

5. Negotiating with adversaries with different negotiation styles

- Understanding your own negotiation styles
- Reading your adversary's negotiation style
- Adapting your negotiation to your adversary's
- *Role plays*

6. Understanding Your Negotiation Process

- One-off negotiation
- Multi-stage negotiation
- Multi-party negotiation

7. Executing the multi-stage, multi-party negotiation

- Determining the probable stages in each negotiation
- Determining the objectives or milestones to achieve at each stage
- *Case study and discussion*

8. Finding out the other parties' needs and concerns

- Asking questions to get information
- Asking questions without making your adversary feeling uneasy
- Other sources of gathering information
- *Case Studies and Role Plays*

9. Presenting your case

- Presenting your case to your adversary's needs and concerns
- Getting your adversary's buy-in at each key point
- *Role-Plays*

10. Negotiating as a Team

- Using the Belbin Team Roles to map out what roles are required for your negotiation
- Define the roles of each team member for the negotiation
- *Role plays with multi-party negotiation*

11. How to gain commitment after an agreement is reached

- Structuring your deal such that your adversary will want to honour their agreement
- Structure ways to enforce the terms of agreement, or "punish" non-compliance
- *Case studies*

1. 經驗分享

- 您過去有哪些成功及不成功的談判經歷?
- 描述一個近期將進行的難度較高的談判

2. 常見的談判通病

- 不足夠了解談判對手
- 對談判目標及底線定義模糊
- 讓利太快
- 無法認清對方的真實意圖或想法
- 無法合理利用或增強你的談判籌碼

3. 計劃你的談判

- “知可戰與不可戰者勝”——孫子
- 設定你的談判結果
- 設定你的BATNA (在沒有獲得談判結果的最佳選擇)
- 了解對方的BATNA及談判意圖
- 擬定及運用你的談判籌碼

4. 知己知彼

- 了解對方的文化及商務背景
- 如何與對方建立互信?
- *演練及探討*

5. 如何與不同溝通方式的對手有效溝通

- 了解你個人的溝通技巧
- 解讀你的對手的溝通技巧
- 如何調整你的溝通方式以迎合你的對手的溝通方式
- *演練*

6. 了解你的談判流程

- 一次性的談判
- 階段性的談判
- *多方談判*

7. 實施多階段、多方的談判

- 擬定整個談判的各個階段
- 擬定每個談判階段的目標以及里程碑
- *案例探討*

8. 了解你的對方的需求與顧慮

- 以提問的方式獲取信息
- 不讓對手感到不適的提問方式
- 其他蒐集信息的方式
- *案例及演練*

9. 提出你的要求

- 迎合對手的需求及顧慮來提出你的要求
- 在每個重點獲得對手的認同
- *演練*

10. 團隊式談判

- 使用貝爾賓團隊角色模式
- 指定每個隊員所扮演的角色
- *多方式談判案例與演練*

11. 如何保證談判結果的持久性

- 讓對方看到遵守諾言的憧憬
- 如何設定相關的“懲罰”措施
- *案例*