



ADI Applied
Negotiation Initiative

Coaching Session 2 of 3

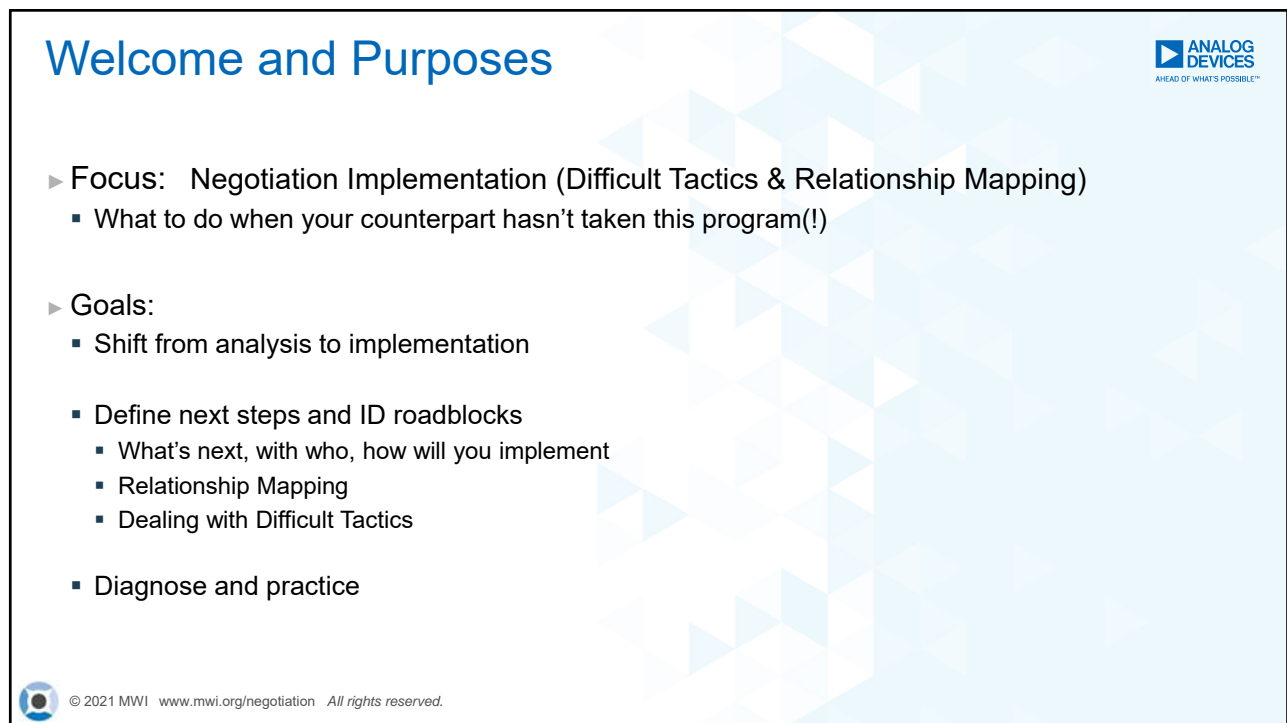


ANALOG
DEVICES

AHEAD OF WHAT'S POSSIBLE™

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Welcome and Purposes



ANALOG
DEVICES

AHEAD OF WHAT'S POSSIBLE™

- ▶ Focus: Negotiation Implementation (Difficult Tactics & Relationship Mapping)
 - What to do when your counterpart hasn't taken this program(!)
- ▶ Goals:
 - Shift from analysis to implementation
 - Define next steps and ID roadblocks
 - What's next, with who, how will you implement
 - Relationship Mapping
 - Dealing with Difficult Tactics
 - Diagnose and practice



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Coaching Agenda – Session 2 of 3 (EMEA 1)



- ▶ 9:00 – Welcome / Coaching Session Overview / Review Agenda / Warm-up
- ▶ 9:30 – Application Sessions
- ▶ 9:45 – Large Group Reconvene
- ▶ 9:55 – Small Group Breakouts
- ▶ 11:00 – break
- ▶ 11:15 – Large Group Review / Insights & Roadblocks
- ▶ 11:30 – Small Group Breakouts
- ▶ 12:30 – break
- ▶ 12:40 – Wrap up / Journal / Prep for Session 3 (Support from Sales Leadership)
- ▶ 1:00 – End of session 2



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Coaching Agenda – Session 2 of 3 (EMEA 2)



- ▶ 1:30 – Welcome / Coaching Session Overview / Review Agenda / Warm-up
- ▶ 2:00 – Application Sessions
- ▶ 2:15 – Large Group Reconvene
- ▶ 2:20 – Small Group Breakouts
- ▶ 3:30 – break
- ▶ 3:45 – Large Group Review / Insights & Roadblocks
- ▶ 4:00 – Small Group Breakouts
- ▶ 5:00 – break
- ▶ 5:10 – Wrap up / Journal / Prep for Session 3 (Support from Sales Leadership)
- ▶ 5:30 – End of session 2



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Application Session Set-up



- ▶ Small groups to assess where you want to spend your time
 - Seven Element Analysis (start or continue)
 - Relationship Mapping (defining the players and their level of influence)
 - Difficult Tactics (when they haven't taken this course!)

- ▶ Reconvene before small group breakouts to define
 - Status of negotiation and where to focus
 - ID right tool for the job
 - Who to work with



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Large Group Reconvene



- ▶ Who's doing what?



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Small Group Breakouts




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Break

► Break until 11:15 AM CEST



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Large Group Review / Insights & Roadblocks



- ▶ What happened?
- ▶ What did you learn?



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Small Group Breakouts




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Break



▶ Break until 12:40 PM CEST


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Next Steps – Coaching Session 3 (EMEA 1)




- ▶ Negotiation Review with Sales Leadership
 - *Anne Rouchier, Global Account Manager*
 - *Bronan McCabe, Key Account Manager*
 - *Erik Berglund, Sales Manager*
 - *Juha Millaskangas, Global Account Manager*
 - *Kathy Van Droogenbroeck, Global Account Manager*
 - *Marcus Greenhill, Sales Director*
 - *Michael Stirnkorb, Global Account Manager*
 - *Oliver Grau, Regional Sales Manager*
 - *Oliver Von Soosten, Sales Manager*
 - *Peter Hellstroem, Sales Director*
 - *Philippe Reiber, Sales Director*
 - *Stefan Steyerl, Sales Director*
 - *Sylvester Sebold, Sales Manager*
 - *Wouter Linnemans, Global Account Manager*
- ▶ Preparation:
 - Finalize 7E prep sheet in Word

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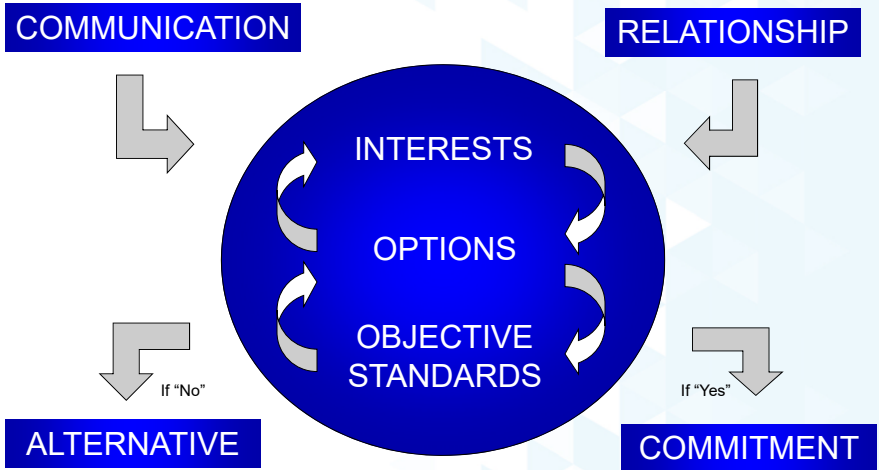

End of Session 2



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A Framework for Success: The 7 Elements



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Difficult Tactics Have a Tendency To:



- ▶ Knock us off balance
- ▶ Drive us to react instead of diagnose
- ▶ Narrow our perception of the choices available:
 - Surrender or bypass (for now)
 - Play their game (hopefully better)
 - Quit their game



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Dealing with Difficult Tactics: *Change the Game*



- ▶ Reframe to:
 - Interests
 - Options
 - Objective Standards
- ▶ Name the Game and Negotiate the Rules:
 - Describe your experience with the current dynamic
 - Inquire about their experience or purposes (without assuming or accusing)
 - Joint problem-solve for a new approach
- ▶ Change the Players
 - Suggest adding, subtracting, or changing a party
 - Add a third party to the assist with the negotiation



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Reverse and Rehearse



Goal – gain insights about your counterpart’s perspective by stepping into their shoes.

- ▶ Getting Ready (15 min)
 - “Presenter” (ADI salesperson) tells their story to the
 - “Helper” who listens and takes notes
- ▶ Next Step (15 min)
 - “Presenter” becomes the “Absent Party” (i.e., the Customer) and the
 - “Helper” interviews “Absent Party” about the Absent Party’s (customer’s) perspective
- ▶ Last Step (15 min)
 - “Helper” becomes the “Presenter” (ADI Rep) and has a conversation with the “Absent Party” (customer)



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The Seven Element Framework




- ▶ An optimal agreement is one that:
 1. Meets many of both sides’ **Interests**
 2. Is the best of many creative **Options**
 3. Is supported by **Objective Standards** that are viewed as fair by both sides
 4. Is better than each party’s best **Alternative**
 5. Seeks understanding on both sides through clear **Communication**
 6. Builds trust by investing in the **Relationship**
 7. Ensures each side shares an understanding of what they will do together based on shared **Commitment**



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Relationship Mapping




▶ Tool to assess who is (and should be) involved in the negotiation, their current view of the issues, their level of power, and what you might do to influence the outcome.

- A. *ID the players:* Identify all the players who need to approve a decision or course of action and note whether you think they are likely to be **Supportive (S)** or **Unsupportive (U)** of the issue to be decided.
- B. *Analyze the relationships:* Try to characterize the relationships in terms of:
 - 1) **Influence** (if “A” supports a decision, then “B” will consider it carefully and the chances of agreement are increased);
 - 2) **Deference** (if “B” supports a decision, then “A” will most likely follow suit and agree as well: and
 - 3) **Antagonism** (if “A” supports a decision, then “B” is likely to oppose it).
- C. *Draw:* Map a diagram of the various stakeholders and their relationships

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Relationship Mapping




MWI Relationship Mapping Worksheet

1. Identify the Players		2. Chart and Analyze the Relationships Among the Players					
Identify all the players who need to approve a decision or course of action and note whether you think they are likely to be Supportive (S) or Unsupportive (U) of the issue to be decided. If you're not sure about where they stand on the decision, place a question mark in the S/U box.		Analyze the relationships of the various players as best you can. Try to characterize the relationships in terms of 1) Influence (if “A” supports a decision, then “B” will consider it carefully and the chances of an agreement are increased); 2) Deference (if “A” supports a decision, then “B” will most likely defer and/or agree as well: and 3) Antagonism (if “A” supports a decision, then “C” is likely to oppose it).					
Person or Group	S/U - Supportive or Unsupportive?	1) Influence		2) Deference		3) Antagonism	
		Influences	Is Influenced by	Defers to	Is Deferred to	Antagonizes	Is Antagonized by
A)							
B)							
C)							
D)							
E)							
F)							
G)							
H)							
I)							

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Relationship Mapping



MWI Relationship Mapping Worksheet

3. Map the Relationships Among the Players
4. Put the Relationship Map to Use

Key:

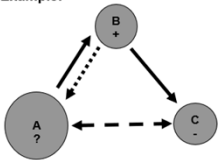
Influences (proactively) →

Defers to (reactively) ·····→

Antagonistic towards - - - - -→

Size of circle corresponds to their level of power

Example:




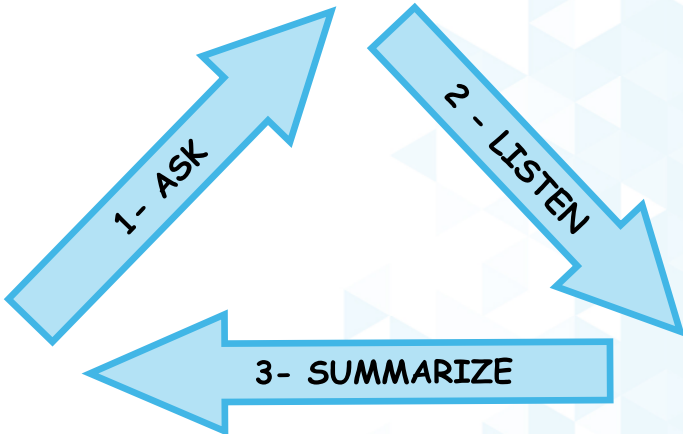
Within each circle, indicate what they think about your proposal:
 "+": (supportive)
 "-": (oppose)
 "=": (neutral)
 "?": (unsure)

- **Find the gaps in your influence**
 - Look for critical decision makers and influencers where you have few or no influence lines;
 - Create a strategy for building relationships with those people who can influence others.
- **Find the relationships that are antagonistic**
 - Determine if any relationships may be detrimental to the outcome and think about strategies for resolving these issues and mitigating risk (by talking, seeking neutral assistance, etc...)
- **When determining a sequence for getting buy-in, consider:**
 - *Efficiency:* Whose buy-in would cause others to follow suit? Try to identify a sequence that will lead to the strongest support in the fewest moves.
 - *Predisposition:* Who is likely to support or oppose your plan? Leverage the influence of those who are inclined to be supportive and look for a sequence that mitigates the impact of any antagonistic relationships.
 - *Accessibility:* To whom do you realistically have access? How easy will it be to gain access to and influence others? Who might you need to rely on to open doors?

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Interactive Listening Skills






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Interactive Listening Skills: ASK




- ▶ Adopt a learning mindset – negotiate with yourself to be curious
- ▶ Separate statements from questions
- ▶ Focus on open-ended questions (more than a yes/no response)
- ▶ Keep it simple and succinct

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Interactive Listening Skills: LISTEN



- ▶ Listen to learn, not to respond
- ▶ Ask yourself: what do I need to do to really be present and engaged?
- ▶ Remind yourself: what shows me that a person is really listening?

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Interactive Listening Skills: SUMMARIZE



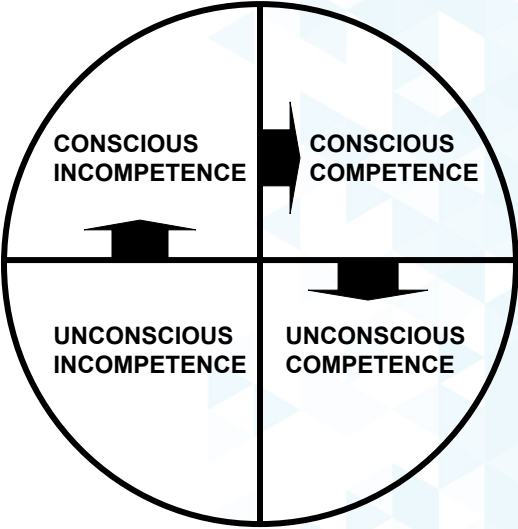

- ▶ Why summarize?
 - Confirm understanding
 - Identify and clarify miscommunication
 - Let the speaker know you really listened
 - Highlight key interests



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Learning Cycle



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