



CUTTINGS

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Compiled and edited by Geof Cox

Getting Results through WIN-WIN Negotiation

Getting Results Without Authority was aimed at helping people to increase their influence, especially in the structures and relationships that exist in today's organisations. It focuses on helping anyone who needs to get results in situations where they do not have the positional power of authority – including project managers, project team members, those working in matrix organisations, technical staff, internal consultants, and professional staff, along with those who do have a position of authority, but do not want to use that authority to tell people what to do.

The Financial Times Essential Guide to Negotiations takes this theme one stage further and looks at what to do when the situation is more complex or the differences between the needs of the two parties are greater. In these situations, we need to take influence to a higher level, and negotiate a solution which meets the needs of both parties, at the same time as maintaining or building a positive working relationship.

The Financial Times Essential Guide to Negotiations is a practical and clear guide showing you how to lead and secure win-win negotiations in all your business deals. It will help you prepare strategically so that you can maintain and develop positive working relationships.

Written by Geof Cox, this book will take you through the steps and actions necessary to plan for success.

It introduces you to a four-phase process that underpins the conduct of all successful negotiations. It also covers key areas such as negotiating remotely by email or phone, cultural differences to approaching negotiation and the use of non-verbal communication.



Part of the Financial Times Essential Guide Series, this task-focused and results-oriented guide offers you the know-how to get the results you want, it will:

- Provide a detailed, step-by-step guide to planning negotiations
- Coach you in the communication styles needed to secure a win-win outcome
- Show you how to avoid common negotiating pitfalls and mistakes
- Help you identify the needs of all parties and advise on how to use counter negotiation tactics
- Includes checklists and review questions that will help you evaluate your performance

With advice that's instantly applicable, whether you're leading complex corporate negotiations, or

seeking a positive outcome for a small team, this is the one guide you can't do without.

Some early comments and endorsements:

"Whether you are about to negotiate your first deal or are an experienced negotiator, The FT Essential Guide to Negotiations is an invaluable tool. Context and culture are vital to the negotiation process and Geof provides insight into how to integrate them into your negotiations to achieve intended outcomes." *John Baldoni, internationally recognised leadership educator and author of 10 books including Lead With Purpose, Lead Your Boss, and Lead By Example*

"There have been a few books now on negotiating for "win-win" outcomes. This is one of the best, as it integrates all the possible situations that negotiators might face from relatively simple individual negotiation to negotiating complex deals in teams and in cross-cultural situations" *Prabhu Gupta, Professor of Global Business, Management and Public Policy, William Carey University, India*

"Geof Cox, a master in negotiations built on the positive working relation with the other party, has written a state-of-the-art book on negotiations in the 21st century. A highly practical book that will serve all of us who are dealing with challenging negotiations and who believe that a win-win outcome will benefit everyone involved." *Joep C de Jong, CEO Van Harte & Lingsma*

The book is available now, priced £14.99 from Amazon (USA launch Dec.)

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A BIG collection of thought provokers and quotations...

- ✂ "A good heart is better than all the heads in the world." *Edward Bulwer-Lytton*
- ✂ "Yesterday is history. Tomorrow is a mystery. And today? Today is a gift. That's why we call it the present." *Babatunde Olatunji*
- ✂ "Good management consists in showing average people how to do the work of superior people." *John D. Rockefeller*
- ✂ "Experience is not what happens to you; it is what you do with what happens to you." *Aldous Huxley*
- ✂ "Success is the child of audacity." *Benjamin Disraeli*
- ✂ "Where there is love there is life." *Gandhi*
- ✂ "What the heart knows today, the head will understand tomorrow." *James Stephens*
- ✂ "Don't tell people how to do things, tell them what to do and let them surprise you with their results." *George S. Patton*
- ✂ "Seize the moments of happiness, love and be loved! That is the only reality in the world, all else is folly." *Leo Tolstoy*
- ✂ "The great thing in this world is not so much where we stand as in what direction we are moving." *Oliver Wendell Holmes*
- ✂ "The Master observes the world, but trusts his inner vision. He allows things to come and go. His heart is as open as the sky." *Laozi*
- ✂ Confidence, like art, never comes from having all the answers; it comes from being open to all the questions." *Earl Gray Stevens*
- ✂ "Genius is nothing but a greater aptitude for patience." *Benjamin Franklin*
- ✂ "A friend may be considered a masterpiece of nature" *Ralph Waldo Emerson*
- ✂ "It is only with the heart that one can see rightly; what is essential is invisible to the eye." *Antoine de Saint-Exupery*
- ✂ "Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence." *Helen Keller*

Changing Organisational Culture: Do You Do It Top Down or Ground Up?

What works better?

According to Jon R. Katzenback, Ilona Steffen, and Caroline Kronley writing in the Harvard Business Review article "Culture Change that Sticks" it is a bottom-up approach aligned with organisation strategy and goals. Their philosophy - 'start with what's already working'.

Their five principles of effective change:

Match strategy and culture: A strategy that is at odds with a company's culture is doomed. Culture trumps strategy every time.

Focus on a few critical shifts in behaviours: When a few key behaviours are emphasised heavily, employees will often develop additional ways to reinforce them.

Honour the strengths of your existing culture: Acknowledging the existing culture's assets will also make major change feel less like a top-down imposition and more like a shared evolution. If they look hard enough, most firms will find they already have pockets of people who practice the behaviours they desire.

Integrate formal and informal interventions: As you promote critical new behaviours, making people aware of how they affect the company's strategic performance, be sure to integrate formal approaches – like new rules, metrics, and incentives – with formal interactions.

Measure and monitor cultural evolution: Rigorous measurement allows executives to identify backsliding, correct course where needed, and demonstrate tangible evidence of improvement – which can help to maintain positive momentum over the long haul.

Culture Change that Sticks, Jon R. Katzenback, Ilona Steffen, and Caroline Kronley, the Harvard Business Review, July-August 2012

New Directions specialises in facilitating rapid and participative organisation change using approaches such as Appreciative Inquiry that build on the organisation's current strengths and what is already working, as highlighted in this article.

Leadership and Management Lacking

A recent report submission from the CIPD to the UK Government brings together a significant body of evidence to emphasise the business benefits of investing in leadership and management capability:

- Employees waste two hours a day through inefficient management - an estimated cost to UK plc of £19 billion a year.
- Bad management or incompetence of company directors causes 56% of corporate failures.
- Nearly three-quarters of organisations in the UK identify a deficit of leadership and management skills.
- About two-thirds of respondents identify senior managers lacking leadership and management skills, and 85% identifying line managers lacking these skills.

The report concludes that about eight million people across the UK workforce have direct management responsibility in the workplace. So, a small increase in capability across this huge population of people managers would have a significant impact. However, too many employees are still promoted into people management roles because they have good technical skills, then receive inadequate training and have little idea of how their behaviour impacts on others.

Leadership and Management in the UK: The key to sustainable growth. Evidence paper for the Department for Business, Innovation and Skills (BIS), CIPD, 2012

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