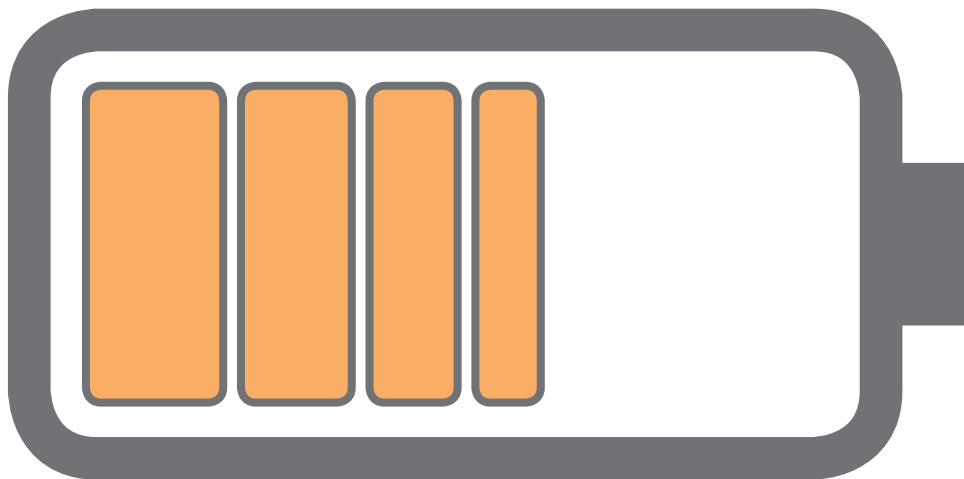


NEGOTIATION



Power Pack

Recharge your recruitment skills

Negotiation

Negotiation is a subject that creates different reactions and opinions from recruitment professionals. It seems that there are those who enjoy the sport of negotiating with their clients and contractors and there are others for whom it is the worst part of their job.

Negotiation can create feelings of tension and this is perfectly natural if the end result is important to you. Unfortunately, focusing on the end result too much can cause us to lose sight of our commercial objectives: To generate good levels of profit for the business!

Using this **Power Pack**

We have developed this series of Power Packs to give recruiters useful resources on specific recruitment activities. All the information has been put together to create a series of free resources for any recruiter to use.

We would be delighted if you wanted to share the information with your colleagues, clients and associates. Our only request is that you share the information in it's entirety and do not cut, splice, paste or reformat the information – we have worked hard to develop the content and feel we deserve some credit...

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Understanding Why Clients Want to Negotiate

Before we can get to grips with how to effectively negotiate, it is worth spending a moment stepping into the shoes of a client and seeing the world through their eyes. Psychology tells us that empathy with our client will give us a much more informed understanding of their actions and behaviours.

Imagine being a client who is recruiting a new team member.

When you are talking to a consultant in a recruitment agency, why would you feel it reasonable to negotiate a reduced fee?

Experience

Clients may have negotiated rates down in the past with other agencies (and potentially colleagues within your business).

Expected and Acceptable

Recruitment fees are one of those services that are open for negotiation as it is normal and therefore abnormal to not negotiate.

Recruitment Consultants invite It

Lack of confidence can lead to recruiters asking a client questions such as “How does that sound to you?” or “How does that compare to other quotes?” after stating their fee.

How fees are described indicates flexibility

“Our standard fees are...” or alternatively “Our terms of business state...” Stating we have “standard fees” indicates that there may be other types.

High Price Ticket

Recruitment fees can, for some managers, be seen as high ticket price and full of margin rather than cost. For some recruiters they can also feel high!

Competitive

Clients believe there to a large number of suppliers and use price as differentiator. Clearly our value propositions will separate us from the crowd.

Lack of understanding of what we do

Without a thorough understanding of the work we do it is difficult for a client to perceive value

The Prelude to Negotiation

Negotiation is a major area where we are constantly asked to help consultants improve. Negotiating fees. The vast majority of the fees (perm) and charge rates (contract and temporary) are negotiable by consultants. Clients know this from experience and reputation. Many consultants say that they worry that if they don't give some form of discount they will lose the business. This is definitely not true all the time. A skilled consultant should be able to sort the negotiators from the "don't ask don't get brigade" yet few do so properly.

What makes a good negotiator?

There are skills and tricks that can make someone a better negotiator though they are not as essential as the following.

It helps to think of negotiation as a cocktail:

- 3 Parts Self Belief
- 2 Parts Empathy
- 2 Parts Listening
- 1 Part Flexibility
- 1 Part Focus
- Splash of Preparation
- A Twist of Bravery

Serve cool with plenty of credibility



As you can see, although a bit of fun, negotiation is all about soft skills and mind set. Believe in your product, your self and your prices and you will find it easier and fun.

The Prelude to Negotiation

With this mindset in place sorting out who really wants to negotiate is easy.

Follow these 5 steps:

The Prelude to Negotiation

Step One If asked for a discount say “NO”

Step Two Demonstrate your price = value

Step Three Say “NO” again, nicely (“that Mr Customer is why the price is X”)

Step Four If they persist: Ask them why they think you should rather than telling them again why you shouldn't. Take the opportunity to ask questions and gather information to be able to answer the questions in step 5.

Decision time.

Do I need to negotiate?

Step Five Do I want to negotiate?

What do I need to do to secure this business?

Then either negotiate OR walk away

Many a needless negotiation has taken place because too often a rash sales person has gone from step 1 to step 5 missing out 2, 3 and 4. There are even those who have missed numbers 1, 2, 3 **and** 4 and begun at 5!

The Prelude to Negotiation - A worked example

Client: “Another recruitment business we work with have agreed to work at 12% on this role..”

**Recruiter
(at step 1 “NO”)** “I understand that there may be others in the market who would reduce their fees. However, we take great pride in the quality of our service which is why we charge 25%”

**Recruiter
(at step 2 “Justify”)** “Let me explain how we work to demonstrate the level of value we believe we provide to our clients.....”

**Recruiter
(at step 3 “NO again”)** “That is why we believe that 25% is a fair fee to levy on a contingent basis”

Client: “I understand all of that but I still have another agency willing to charge less..”

**Recruiter
(at step 4 “Client Justification”)** “What level of business do you give to the other company?”
“How long have they had the vacancy?”
“If you are happy with what they are delivering, what has led to you also giving the vacancy to us?”
“What will you do if they don’t come up with the right candidates at that price?”
“Rather than asking me why I won’t work at 12%, what reason could the other agency have for agreeing to it?”

If we now decide to negotiate it does not mean that we have to be at 12% and it does not mean we need to move from 25% (as per our earlier example). There may be other things more important to the client other than price. A good negotiator understands their product and service and all of the associated elements that can also be used.

Top 3 Negotiation Tips

1. Know your walk away point

Knowing your walk away point means to **genuinely** know what your walk away point is. Although the business will have a floor limit as the minimum fee this should not be considered your walk away point! For some roles your walk away point is likely to be higher due to the difficulty in finding those skills in the market. Without a walk away point you can end up giving away too much and only recognise it in hind sight.

2. Focus on mutual benefit rather than seeing it as a confrontation

Some recruiters approach their negotiations as if it is either combative or confrontational. Working in partnership with your client is more comfortable for all and ensures both parties are happy.

Establish a common goal for you and the client. For a recruiter this is relatively easy to frame with the client as both parties should be focused on finding the right candidate. There will be multiple suppliers out there who could agree to 15% and never fill the job, as they cannot find the right person. Finding the right candidate has to be the shared goal of both parties.

A good question to ask the client is:

“What is more important to you, finding the right candidate or the level of fee you pay?”

3. Know your trading variables

Trading variables (sometimes referred to as bargaining chips) are commodities that we identify we can offer a buyer **or** request from a buyer during a negotiation. Money is an obvious trading variable and is often the most commonly traded – this does not necessarily mean it is the most attractive.

What do you offer that would be high value to a client but of little cost to you (financial or time)?

What could a client give you which is of little cost to them (financial or time) that would be high value to you?

10 Techniques to Keep Control

1. Use silence

Saying nothing can be as powerful as saying something, provided it is used at the right time and in the right way. Most people are quickly embarrassed by silence. It usually requires a conscious effort to maintain one, but can be very useful.

A silence can imply certainty on your part (and prompt uncertainty in the other person). Thus, having made a clear suggestion - 'So what do you think?' - wait. (Do not allow the pause to push you into diluting what you have just said.)

2. Summarise Frequently

Negotiations can be complex. They involve juggling a number of variables. It is easy to lose the thread, so never be afraid to summarise. For example, summarise where you have got so far or recap where you left one aspect of the discussion.

Linking this to using 'suppose' or 'if' keeps the conversation organised and allows you to explore possibilities without committing yourself. ('Right, we have agreed that we need to resolve cost, delivery and timing, now if then')

3. Take notes

Keep track of complex negotiations throughout their course. While the formality of certain meetings is inappropriate for note-taking, you must keep track. Remember, information is power. Never leave yourself groping ('What did we say about so and so?')

Not only will taking notes prevent you being caught out on something that you cannot remember, but making them or checking them can have another advantage. It gives you time to think: either as you say 'Let me make a note of that' (and obviously do so) or when you say 'Let me check what we agreed about that' - remember our values? Accountability mean you take ownership of tracking conversations. At every step of the way - LOG IT ON YOUR DATABASE. If it isn't on the system, it didn't happen.

The brain works a lot faster than the pen. It is sometimes surprising just how much thought you can bring to bear as you write down two or three (sometimes irrelevant) words on your pad.

4. Promote a good feeling

Negotiation tends to build up agreement progressively. As you proceed, make sure you emphasise that each stage is good, preferably for both parties but particularly for the other person.

Phrases like 'That's a good arrangement', 'This will work well', 'That's fair', 'That's a good suggestion, let's do it that way', help the agreement build.

10 Techniques to Keep Control

5. Read between the lines

Remember, negotiation is essentially an adversarial process. Both parties want the best for themselves, and the only signs of approaching traps (or success) come via the other person. Particularly watch for danger phrases: those that often mean something other than what they seem, or mean the opposite of what they say. For example:

- 'You're a reasonable fellow' (Meaning 'I am')
- 'That's much fairer to us both' (Meaning 'Especially to me')
- 'It looks like we are almost there' (Meaning 'There is something else I want')
- 'Now, we only need to clear up a couple of minor details' (Minor? For whom?)
- 'That's everything' (Followed by '..... except for one most thing')
- 'Subject to contract' (Meaning 'I will haggle on these terms')

6. Maintain neutrality

Maintain neutrality as much, and for as long, as possible. Negotiation works best as a balancing exercise. If one party throws the whole basis of discussion up in the air - 'It is not as good as the other deal I am considering' - this can take things back to square one.

Keep the whole process focused on negotiating arrangements, rather than questioning whether there is a deal to be done. If it is necessary to go back to the offer itself, so be it; but that is persuasive communication. Negotiation must concentrate on terms and conditions.

7. Keep thinking

Keep thinking - and build in time to think. The power of silence has already been mentioned: use it to think ahead. Use note-taking in the same way.

Use any delaying tactic - working something out on a calculator or making a telephone call - but do not let your mouth get ahead of your brain.

Of course, if you can encourage the other person to do just that, so much the better.

8. Hold your fire

Try not to make an offer, certainly not a final offer, until everything that needs negotiating is out on the table.

This may need no more than a question like, 'Yes, I am sure I can help there; now, is there anything else that you want to consider?'. If necessary, ask more questions and keep pursuing the point.

Never use "I need to talk to my manager" as it devalues your role in the negotiation.

10 Techniques to Keep Control

9. Don't get hung up on time

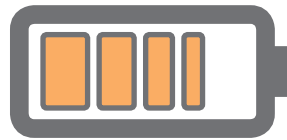
There is an old saying that there has not been a deadline in history that wasn't negotiable.

Too often vendors (recruiters included) rush negotiations "to get it out of the way". The buyer may also try to push you to make rash decisions. Take your time to evaluate your options and to present a considered and professional approach.

10. Remember: Constraints & variables are interchangeable

Almost anything the other side presents as fixed can be made into a variable. Fixed is as likely to mean not wanting to negotiate as not able to be negotiated.

NEGOTIATION STYLES Questionnaire



Negotiation Styles Questionnaire

The purpose of this self-assessment is to help you examine your personal negotiating style.

Negotiation – a process by which two parties communicate with each other in order to reach an outcome on which they mutually agree.

Directions

1. Answer all questions to the best of your ability. There are no right or wrong answers. Don't try to think of the "correct" or most "desirable" response, but simply respond with your honest reactions.
2. Respond by putting a check-mark or X in one column per question or statement.
3. Proceed to the first section where you will find a number of questions that ask you to consider how likely or unlikely you are to behave in a certain way when you are negotiating.
4. In the second section you are required to rate your level of agreement with a number of statements.
5. Finally, you will find the scoring key and interpretation guide.

Negotiation Styles Questionnaire

How likely are you to do each of the following when NEGOTIATING?	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
1. I'll come up with a plan so that I can steer the negotiation to go my way.					
2. I'll do things expressly to make sure that the negotiation stays friendly and comfortable.					
3. I'll go out of my way to make sure that the outcome for the other person is fair.					
4. I'll do things so that both of us can get what we want from the negotiation.					
5. If something needs to be negotiated, I'll immediately step forward to do it.					
6. I'll give something in order to get something back from the person I'm negotiating with.					
7. If the negotiation is not going my way, I'll bail out of the negotiation.					
8. I'll suggest creative solutions that allow both of us to get what we want from the negotiation.					
9. If it seems important for the other person to come out on top, I'll give in to them.					
10. I'll avoid difficult issues to keep the negotiation from getting nasty.					
11. If the other person compromises their position, I'll compromise my position in return.					
12. I'll make sure that both of our needs are understood so that both of us can come out on top.					
13. I'll present information, when negotiating, even if it doesn't necessarily always support my position.					
14. I'll propose a place in the middle where we both can meet.					
15. I'll try to see things from the other person's viewpoint and be considerate of their needs.					

Negotiation Styles Questionnaire

Rate your level of agreement with each of these statements.	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
16. In every negotiation, both sides have to give something up to get something in return.					
17. What's good for me is really all that matters when negotiating.					
18. I'll do almost anything to keep from having to engage in negotiation.					
19. In negotiating, someone wins and someone has to lose.					
20. The feelings of the other person that I'm negotiating with are important to me.					
21. Negotiation works better when the focus is on common agreement rather than differences.					
22. I can be aggressive when it comes to getting my way from a negotiation.					
23. When you compromise in a negotiation, you really just lose.					
24. If the other person gets a "raw deal" from our negotiation, that really doesn't matter to me.					
25. Keeping the comfort level high is very important to me when I'm negotiating.					

Negotiation Styles Questionnaire

Interpretation

I. Background

Bully - Negotiators that exhibit this style are results-oriented, self-confident, assertive, are focused primarily on the bottom line, have a tendency to impose their views upon the other party, and in the extreme can become aggressive and domineering. This style is high in Assertiveness and low in Cooperativeness.

Politician - Negotiators that exhibit this style are passive, prefer to avoid conflict, make attempts to withdraw from the situation or pass responsibility onto another party, and fail to show adequate concern or make an honest attempt to get to a solution. This style is both low in Assertiveness and low in Cooperativeness.

Consultant - Negotiators that exhibit this style use open and honest communication, focus on finding creative solutions that mutually satisfy both parties, are open to exploring new and novel solutions, and suggest many alternatives for consideration. This style is both high in Assertiveness and high in Cooperativeness.

Doormat – Negotiators that exhibit this style make attempts to maintain relationships with the other party, smooth over conflicts, downplay differences, and are most concerned with satisfying the needs of the other party. This style is low in Assertiveness but high in Cooperativeness.

Haggler – Negotiators that exhibit this style aim to find the middle ground, often split the difference between positions, frequently engage in give and take tradeoffs, and accept moderate satisfaction of both parties' needs. This style is both moderate in Assertiveness and moderate in Cooperativeness.

Negotiation Styles Questionnaire

II. Bully Style

Part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Bully negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the “Neither Likely nor Unlikely” column for question #1, you would enter a score of 3 next to Q1.

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q1.	1	2	3	4	5
Q7.	1	2	3	4	5

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q13.	5	4	3	2	1

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q17.	5	4	3	2	1
Q22.	5	4	3	2	1

TOTAL SCORE:

TOTAL SCORE	INTERPRETATION
18 or above	HIGH ON BULLY STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Bully style.
16 to 17	MODERATE TO HIGH ON BULLY STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Bully style. The higher your score is, the more strongly you exhibit characteristics consistent with the Bully style.
14 to 15	MODERATE TO LOW ON BULLY STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Bully style. The lower your score is, the more weakly you exhibit characteristics consistent with the Bully style.
13 or below	LOW ON BULLY STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Bully style.

Negotiation Styles Questionnaire

III. Politician Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Politician negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the “Likely” column for question #2, you would enter a score of 4 next to Q2.

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q2	1	2	3	4	5
Q10.	1	2	3	4	5

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q5.	5	4	3	2	1

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q18.	5	4	3	2	1
Q25.	5	4	3	2	1

TOTAL SCORE:

TOTAL SCORE	INTERPRETATION
18 or above	HIGH ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Politician style.
16 to 17	MODERATE TO HIGH ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Politician style. The higher your score is, the more strongly you exhibit characteristics consistent with the Politician style.
14 to 15	MODERATE TO LOW ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Politician style. The lower your score is, the more weakly you exhibit characteristics consistent with the Politician style.
13 or below	LOW ON POLITICIAN STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Politician style.

Negotiation Styles Questionnaire

IV. Consultant Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Consultant negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the “Unlikely” column for question #4, you would enter a score of 2 next to Q4.

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q4.	1	2	3	4	5
Q8.	1	2	3	4	5
Q12.	1	2	3	4	5

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q19.	1	2	3	4	5

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q21.	5	4	3	2	1

TOTAL SCORE:

TOTAL SCORE	INTERPRETATION
21 or above	HIGH ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Consultant style.
19 to 20	MODERATE TO HIGH ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Consultant style. The higher your score is, the more strongly you exhibit characteristics consistent with the Consultant style.
17 to 18	MODERATE TO LOW ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Consultant style. The lower your score is, the more weakly you exhibit characteristics consistent with the Consultant style.
16 or below	LOW ON CONSULTANT STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Consultant style.

Negotiation Styles Questionnaire

V. Doormat Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Doormat negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the “Very Unlikely” column for question #3, you would enter a score of 1 next to Q3.

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q3.	1	2	3	4	5
Q9.	1	2	3	4	5
Q15.	1	2	3	4	5

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q20.	5	4	3	2	1

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q24.	5	4	3	2	1

TOTAL SCORE:

TOTAL SCORE	INTERPRETATION
19 or above	HIGH ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Doormat style.
17 to 18	MODERATE TO HIGH ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Doormat style. The higher your score is, the more strongly you exhibit characteristics consistent with the Doormat style.
15 to 16	MODERATE TO LOW ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Doormat style. The lower your score is, the more weakly you exhibit characteristics consistent with the Doormat style.
14 or below	LOW ON DOORMAT STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Doormat style.

Negotiation Styles Questionnaire

VI. Hagglers Style

This part of the self-assessment measures the degree to which you exhibit characteristics consistent with the Hagglers negotiating style. In the table below, find the numerical score that corresponds to the column that you checked for each question. Enter that number to the left of the table for each question. For example, if you checked the "Very Likely" column for question #6, you would enter a score of 5 next to Q6.

	Very Unlikely	Unlikely	Neither Likely nor Unlikely	Likely	Very Likely
Q6.	1	2	3	4	5
Q11.	1	2	3	4	5
Q14.	1	2	3	4	5

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q16.	5	4	3	2	1

	Strongly Agree	Agree	Neither Agree no Disagree	Disagree	Strongly Disagree
Q23.	1	2	3	4	5

TOTAL SCORE:

TOTAL SCORE	INTERPRETATION
20 or above	HIGH ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with the Hagglers style.
18 to 19	MODERATE TO HIGH ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with the Hagglers style. The higher your score is, the more strongly you exhibit characteristics consistent with the Hagglers style.
16 to 17	MODERATE TO LOW ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with the Hagglers style. The lower your score is, the more weakly you exhibit characteristics consistent with the Hagglers style.
15 or below	LOW ON HAGGLER STYLE – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with the Hagglers style.

Negotiation Styles Questionnaire

VII. Assertiveness Index

Now that you know each of your negotiation style total scores, it is possible to determine your level of Assertiveness. The formula is as follows:

$$\text{Assertiveness Index} = (\text{Bully Style Total Score} + \text{Consultant Style Total Score}) - (\text{Politician Style Total Score} + \text{Doormat Style Total Score})$$

ASSERTIVENESS INDEX	INTERPRETATION
5 or above	HIGH ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with Assertiveness.
1 to 4	MODERATE TO HIGH ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with Assertiveness. The higher your score is, the more strongly you exhibit characteristics consistent with Assertiveness.
-2 to 0	MODERATE TO LOW ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with Assertiveness. The lower your score is, the more weakly you exhibit characteristics consistent with Assertiveness.
-3 or below	LOW ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with Assertiveness.

VIII. Cooperativeness Index

Likewise, it is also possible to determine your level of Cooperativeness. The formula is as follows:

$$\text{Cooperativeness Index} = (\text{Consultant Style Total Score} + \text{Doormat Style Total Score}) - (\text{Bully Style Total Score} + \text{Politician Style Total Score})$$

COOPERATIVENESS INDEX	INTERPRETATION
9 or above	HIGH ON COOPERATIVENESS – Compared to a national sample of students, your score falls in the top/fourth quartile (i.e., top 25%) of scores. This indicates that you strongly exhibit characteristics consistent with Cooperativeness.
5 to 8	MODERATE TO HIGH ON COOPERATIVENESS – Compared to a national sample of students, your score falls in the third quartile (i.e., between 50%-75%) of scores. This indicates that you moderately to strongly exhibit characteristics consistent with Cooperativeness. The higher your score is, the more strongly you exhibit characteristics consistent with Cooperativeness.
2 to 4	MODERATE TO LOW ON COOPERATIVENESS – Compared to a national sample of students, your score falls in the second quartile (i.e., between 25%-50%) of scores. This indicates that you moderately to weakly exhibit characteristics consistent with Cooperativeness. The lower your score is, the more weakly you exhibit characteristics consistent with Cooperativeness.
1 or below	LOW ON ASSERTIVENESS – Compared to a national sample of students, your score falls in the bottom/first quartile (i.e., bottom 25%) of scores. This indicates that you only weakly exhibit characteristics consistent with Cooperativeness.

Effective Negotiation Skills - Workshop

Duration: Full-day

Becoming a better negotiator as an individual is a life skill that cannot be underestimated. For a business to develop its sales teams' negotiation skills has a compound effect and can increase profit rapidly. For many recruiters the fear of loss of a client or deal can incorrectly make them think that a fee reduction will secure the business. This is often an unnecessary strategy and many negotiations are entered by recruitment consultants that could have been avoided.

After this session delegates will be able to:

- Understand the importance of negotiation to their success
- Reduce the amount of negotiations they enter by justifying their position better
- Ensure WIN WIN outcomes are achieved
- Generate better constructed agreements that reduce the level of discount offered
- Make more money for themselves and the business – immediately

Course Synopsis:

- What drives clients to think that they deserve to pay less than we believe they should?
- How do we feel when we negotiate
- Dispelling the myths surrounding recruitment negotiation
- The prelude to negotiation
- Consequences of poor negotiation
- Justifying prices so clients are happy to pay more
- Cost Vs value
- Identifying trading variables for contract and permanent recruitment professionals
- How to negotiate – core tactics that produce great results
- Gaining commitment and maintaining control

This workshop is an inspiring day in which delegates will become much more confident to achieve higher margins. This workshop is truly empowering as it develops the right mindset as well as delivering the tools and techniques that are required to negotiate better.

Industry specific roleplays are used throughout the day that will showcase the new skills acquired.

Contact Us

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