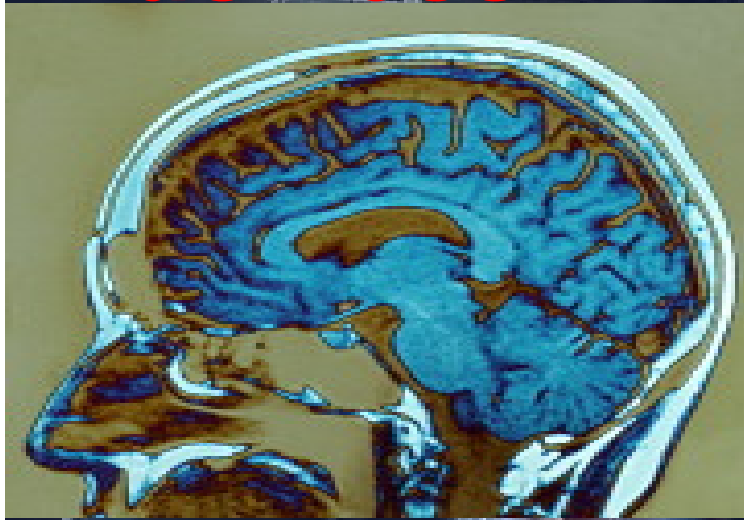




Business Winning



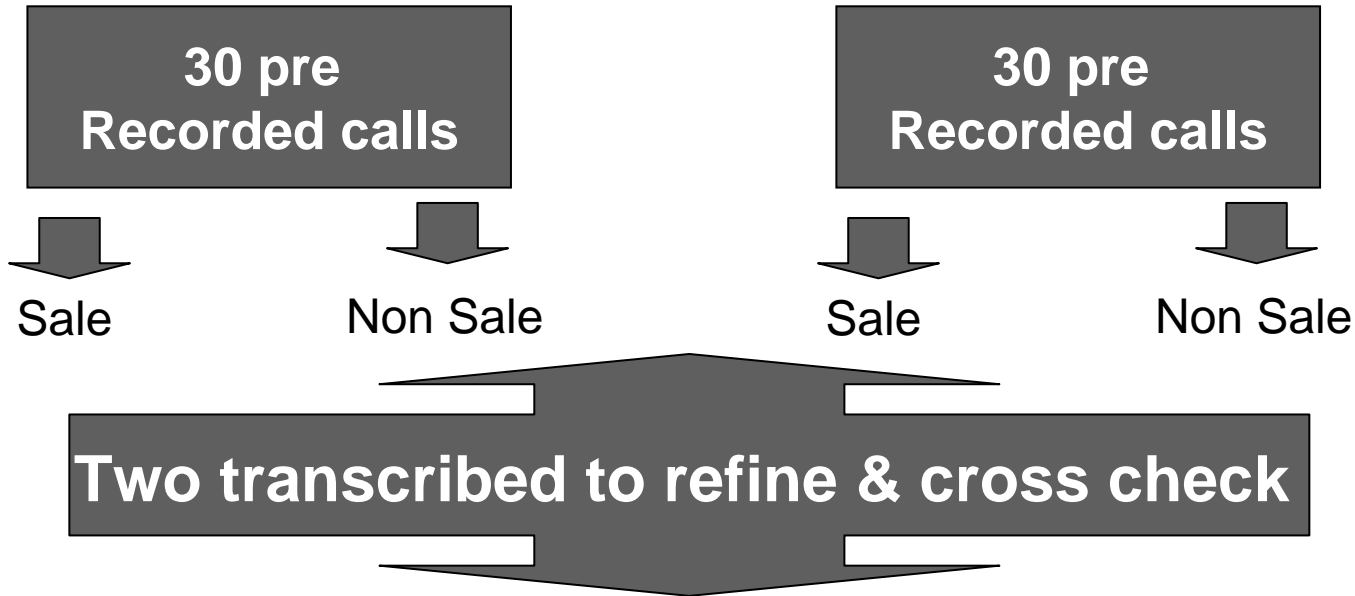
Telephone Behaviour



Methodology & Sample

8 top negotiators

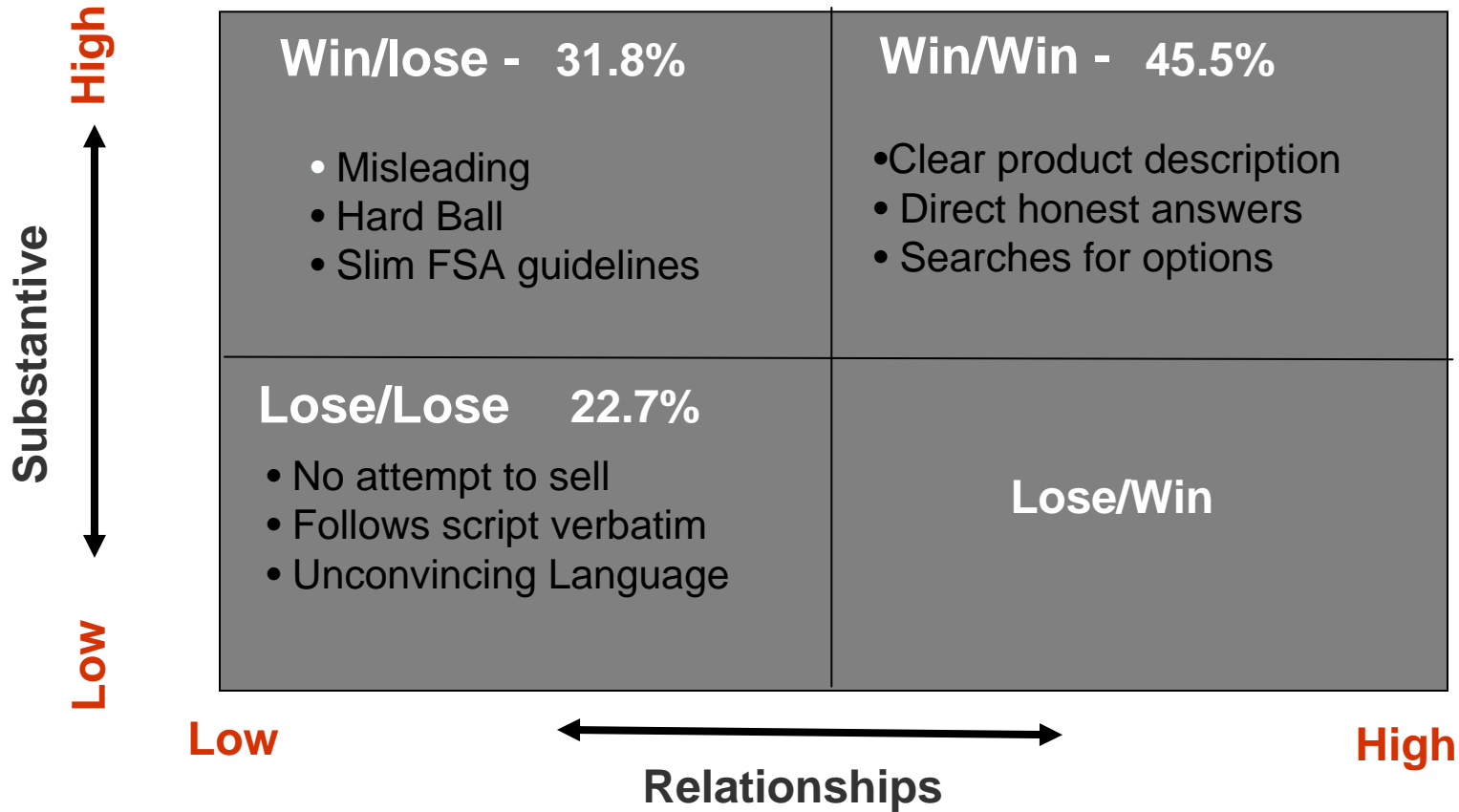
14 average negotiators



26 individual behaviours, observed directly & then entered into SPSS, and clustered for meaningful “t” test analysis

The Style

The styles used by negotiators were as follows:



Source: Savage 89

Top vs. Average Performers

Top performers showed significantly more than the average

- Behavioural labelling
- Rapport Building
- Giving price and deal
- Listening behaviours
- Questioning - when background questions were stripped out

There was no significant difference between

- Non listening behaviour
- Open & Closed questioning
- Objection behaviour

Style and Top Performers

- Substance not style mattered
 - Lose/lose were never top
 - No correlation between win/win and win/lose styles & success
- Top negotiators used the same behaviours but win/lose styles used significantly more
 - Closed questioning
 - Objection behaviour

Importance of research

- 1% penetration equals £1 million in additional revenue
- These codified behaviours can be trained & reflected in performance management systems
- Adapting “Hard” styles to “Principled” Styles enhance the brand experience