Ethical Negotiation

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INTRODUCTION

What is Ethical Negotiation?

"The emphasis on academic achievement in the workplace has its virtues, but an ever increasing hi-tech orientated economy demands highly specialized skills which call for a more related form of education. Selling and negotiation skills are a fundamental factor in both low and hi-tech economies". ***Pat Weymes.***

The old saying that he or she has "the gift of the gab" and is a natural salesperson is actually far from the truth, if you ever witness someone doing this then odds are they are actually over selling! So first things first, the human brain is broadly split left and right, the left side deals with logic (this is the **pull** – aware of what the client wants) and the right side deals with emotion (this is the **push** – aware of what you want). When you see top flight negotiators at work they will, broadly, pull 80% of the time and push around 20% of the time, establishing with the client a firm character of integrity and also confidence, very powerful and compelling in a negotiation.

The good old "Win-Win"

Most negotiations will probably require you to sit down with a client whose relationship is both important and strategic for your business, therefore preparation is crucial. It is therefore vital that you make every attempt to address the interests of both parties to a negotiation. This particular model strongly suggests that you must strive to work hard for the other side as well as your own. If you don't do this, and they end up feeling done over, then understand this plain truth, you will sour your relationship with this client and irrevocably damage your chances of long term business, so pack it in! Worse still they will seek revenge later down the line, definitely not a win-win. The pressure your business puts on you to win the order is also worth noting and, at times it will seem almost as if you are mediating between the two. If you ever get this feeling, rest assured you are probably doing a good job, well done and keep going!

Interests not positions

Ask “why do you want that?” The clearer you are about the other party’s underlying interests and they are about yours, the more likely it is that you can both invent options for mutual gain. Interests, don’t forget, are not just pounds shillings and pence or GM/NP%, it can often be things like status, dignity and also a key one – respect. A lot of time needs to be put in before you even get to the negotiating table but, rest assured, it’s time very well spent.

People from the issue

One of the most important principles of this model is that whilst the utmost rigour should be applied to the problem, the people should be treated with respect. To problem solve intelligently requires that the people involved feel calm and relaxed. A climate of respect and concern for both parties will maximise the chances of such an atmosphere developing. All the ground work you put into the relationship prior will pay you dividends at this stage.

Options for mutual gain

The atmosphere in the negotiation should be one in which both parties are on the same side of the table, joining forces to beat the problem rather than each other! It is an intellectual challenge to come up with solutions that meet the needs of both parties and an emotional and moral challenge if you are in a strong position to have your own needs met at their expense. The word negotiation brings to mind images of trade unions bargaining sessions at midnight and diplomats facing off at long dark green tables, BREXIT anyone! Or it may suggest haggling with a car dealer or market trader. In many if not all cases negotiation involves conflict and results in a test of wills and strategy.

Negotiation in the sales environment often involves conflict (particularly in the building services industry), but it takes place within a distinctly different context than legal or diplomatic proceedings. The rules and protocol that apply are the rules and protocol of a sales relationship, one characterised by a sales person who focuses more on the other party’s needs than his or her own needs. Sales people are more accustomed to asking “what do you, the customer, want?” than they are to demanding “what do I, the sales person, want?’. Sales people are in the business of satisfying customers and building long term buying relationships. Negotiation strategies appropriate in other environments may run counter to the principles and attitudes held by sales professionals.

The approach taken by sales professionals to negotiation situations must draw on the skills that are consistent with their attitude about selling. Given this fact, it often can be difficult to distinguish exactly when sales professionals are negotiating and when they are selling. They do not shift in and out of a radically different set of skills. Rather, sales negotiation skills build on selling skills, enhancing them and adding to them. Thus, a hard and fast distinction between selling and negotiating is not very useful. However, there are situations in which strong negotiation skills are needed to render selling skills effective.

In any selling situation, the customer and sales person are bound to disagree on some aspect of how they work together. Although it may be clear that the salesperson's product or service is appropriate for solving the customers problem, often there are other issues that stand in the way of reaching an agreement. The issues may relate to price, terms, services, legal parameters and so on. Any disagreement is essentially an imbalance between what the customer believes are acceptable terms and what the sales person believes are acceptable terms. Sales negotiation is an attempt to resolve this imbalance in a way that yields an acceptable result for both customer and sales professional, while keeping the sales relationship intact. Be absolutely sure you fully understand the commercial limitations of your offering before you sit down, sitting down partially blind makes you vulnerable to unforeseen demands.

Understanding Ethical Negotiations

Although every sort of negotiation – from trades union negotiation to diplomatic negotiation may involve some degree of disagreement, conflict or competition, each takes place in a different context and with particular dynamics. The context of the **negotiation** is very important. The paragraph below describes the unique context and particular dynamics of **ethical negotiation.**

A Definition

A negotiation is a discussion between two parties to **resolve a difference.**

- The discussion may take place in one sitting or several.
- Correspondence and documentation as well as the face to face interaction may be part of the discussion.
- Other people may be drawn into the discussion by either party.
- The intent of **both** parties is to resolve the difference.

For instance the buyer may have an alternative source of supply, but when negotiation starts he intends to work with the supplier if the deal makes sense.

- The difference to be resolved represents a conflict between the two parties. Such a conflict can not only upset the specific deal being negotiated, but also the long term relationship and future negotiations.

Some realities of ethical negotiations

Customers buy when what they perceive they are getting is equal to or greater than what they are giving. Customers negotiate or walk away from deals when they perceive that they are getting less than what they are giving.

If you conduct negotiations, you usually know when there is an imbalance. There may be a gap in perception. This gap may be the result of real constraints, misunderstandings, gaps in knowledge, or even a competitive personal nature. A negotiation involves discovering the nature of the customers perception of the value of what is being given on either side and then doing something to affect that perception.

The driving principles of ethical negotiation

Introducing the driving principles

Top negotiators depend on more than their skills and their analytical abilities to carry them through a negotiation well. They also manage their emotions, their attitudes and even their instincts in a way that allows them to capitalise their skills and analysis. The **driving principles** that follow are guidelines for aligning your attitude and emotions in support of successful negotiations in whatever situation you find yourself. They describe approaches and behaviours that promote strong negotiation performance and lead to satisfying results.

 # Persist in seeking a solution

 # Convert opposition to mutual understanding

 # Focus on the results and the relationship

1. Persist in seeking a solution

The most effective negotiators approach their negotiations with a very positive outlook:

"There is a mutually acceptable solution: the job is to find it and convince the other party to join you in the search for it" and before the competition!

Such negotiators have positive expectations for achieving their own results, but they also have positive expectations about meeting the other party's needs. The driving principle, **persist in seeking a solution,** implies that:

- Everything you say and do should suggest that you believe an equitable solution exists. Encourage the other party to join you in the search for that solution.
- It is your job and principle responsibility to initiate and sustain the forward momentum of the negotiation. You cannot count on the other party to create that momentum. Therefore, you should not be locked into a single position; only by maintaining flexibility will you be able to persist in seeking a solution.
- Take your time to find a solution that meets both your needs and the other party's. Negotiations are among the few situations in which the maxim "time is money" does not necessarily apply. After investing so much time in developing the negotiation to this point, spend the additional time needed to make the agreement work.
- Good solutions require a creative effort from both you and the other party. Understand that being creative is hard work. Persist and encourage the other party to do so as well.

2. Focus on the results and the relationship

Top sales negotiators develop **strong relationships** and do **profitable business –** fact! To do so they openly attend both. They make it clear to the other party that they are looking out for everyone's best interest. They approach significant differences as problems to be solved, creatively and for the mutual benefit. In developing this crucial dual focus keep in mind at all times the following points;

- A strong relationship is based on mutual respect. Assert your needs and encourage the other party to assert his or hers.
- Strong relationships are important for repeat business opportunities and referrals; they also have a pay-off in landing the business at hand.
- Strong relationships are built on trust, not necessarily on friendships. Although being a friend to the other party may help, it is not a necessary part of what is meant by focusing on the relationships.

- Keeping your focus on achieving the results you need will help you protect your needs in the current negotiation. This means understanding the economic impact of different operations on your company. To drop your concern for results in one negotiation may create an expectation that you always will – consider carefully that which you are willing to give away and the longer term effects it may have!

3. **Convert opposition to mutual understanding**

Good negotiators understand that the resolution of differences happens through gentle persuasion and not through pressure or manipulative tactics. They seek a mutual understanding of the differences between themselves and the other party, and view this understanding as a strong and long term basis for resolving conflict. They know that you;

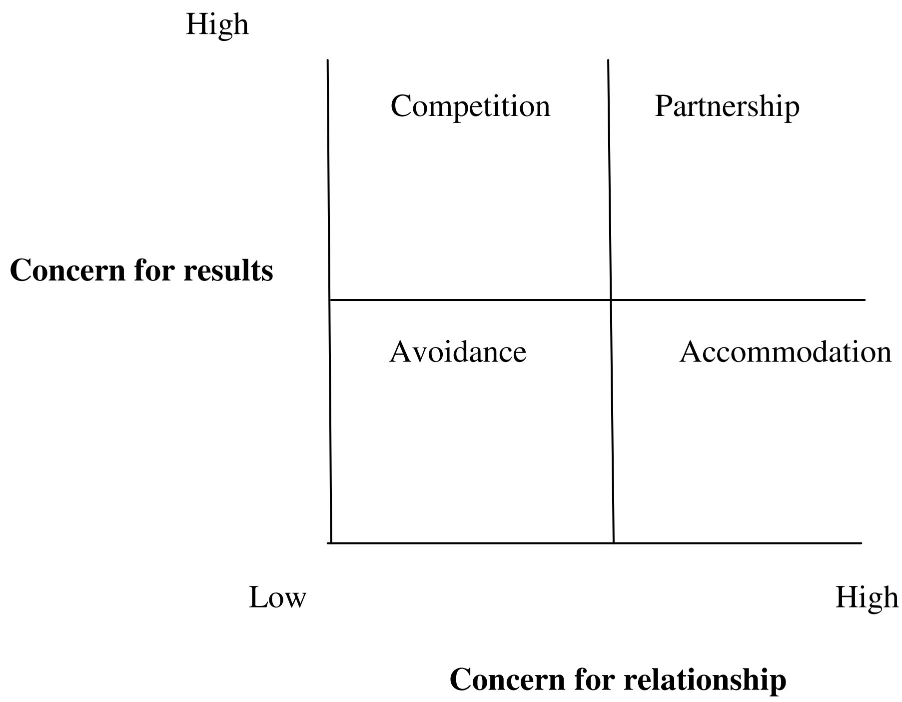
- Handle opposition by acknowledging the other parties rights to differ; like a driver handling a car in a skid on a wet and slippery road, you have to steer **toward** the opposition before getting some control back and moving away from it. Do not push for your direction immediately (or go straight for the end game scenario that best suits you) as an opponent might do. Be a partner; go into the skid with the other party, and then pull out of it together.

- Entertain possible solutions only when you fully understand what the various sources of opposition are. These sources of opposition can be organisational or personal – pressure to trim purchasing costs by 10% or a bruised ego from an unsatisfactory agreement made with the last salesman they came into contact with. **Often, the first position the other party expresses masks an underlying more important issue, this is common and will require you to continue probing for clarity.**

- Do not react to conflict by beginning to concede immediately. Converting opposition does not mean caving in. Real issues are not often addressed in this way, and real understanding is not created. Instead, by listening to the other party's concern and exploring alternative solutions, you and the other party may not only begin to understand each other, but you may also find unexpected and mutually satisfying solutions to the problem.

MODES OF NEGOTIATION

Sales people approach the conflict inherent in negotiations from a variety of points of view. These view points take into account the kinds of demands their organisation place on these individuals, as well as the demands of their personalities and reactions. In the conflict situations that arise in a negotiation, sales people will show either a high or a low concern for the results they want to achieve and either a high or low concern for the relationships being built. Four different combinations for these concerns describe four different and interesting alternative approaches, called the modes of negotiation. The matrix graph below illustrates these 4 modes;



1. **Accommodation**

When faced with significant differences to resolve, negotiators in the accommodation mode usually will yield on their positions for fear that pushing for results will damage the relationship.

Many negotiators find themselves in this mode. They are aware of the importance of sales relationships and, in the face of tough competition or an aggressive other party, the relationship may seem tenuous indeed. Therefore, negotiators in this mode are likely to give concessions quickly and give into unreasonable customer demands to avoid bruising the relationship. The relationship may survive; however, in the long run, the burden of several such relationships, to the company and the individual, becomes too great.

2. **Avoidance**

People in the avoidance mode expect to lose in a conflict situation, so they do everything in their power to get around or even ignore conflicts. For some, a negotiation is so distasteful that neither the demands of meeting goals nor the need to build relationships can lower them into the fray. A customer in this mode delays tough decisions, dislikes the people who create the differences, and resents being drawn into the losing situation.

Negotiators in this mode try not to negotiate and, is so doing, often lose the business. Such sales negotiators see conflict as a way not only to lose a sale but also to damage a relationship. Given this perspective, they may believe it is preferable to avoid making a difficult sale rather than experience what they believe will be the humiliation and discomfort of dealing with conflict.

3. **Competition**

Sales negotiators in the competition mode view conflict situations as having a winner and a loser. Usually winning is important to their status, ego and feeling of competence. Manipulative tactics, inflexible or unreasonable positions, and so forth, are all tools for getting what they want and need. Other parties in this mode only want a sales relationship if it might contribute to victory for them. Indeed sometimes a competitive other party will seek to win at any cost, even when a better agreement could be reached if both parties were working together co-operatively.

Sales negotiators in this mode tend to rely on pressure tactics that may actually land the sale at the right price but become barriers to future business. **"You may win the battle and lose the war".**

4. **Partnership**

People who resolve conflict in the partnership mode place a strong emphasis on meeting their goals as well as upholding the well-being of the relationship. Partners understand that for the relationship to succeed, each party to the negotiation must walk away with his or her essential needs met. Other parties who work in this mode see negotiations as a process that adds value, believing that by getting to the root of concerns and differences, more creative solutions can emerge.

For sales negotiators, this is the most desirable mode by far, because the dual outcomes of good profit margins and long-term customer satisfaction are major components of job success. Sales negotiators who operate in this mode have an implicit faith in the benefits of the negotiation process. They believe that by working together through differences with their customers they build trust, elicit hidden agendas, and create an environment for breakthrough solutions for both parties.

Discover, Asses and Persuade

Although in fairness there are thousands of possible special applications and variations of negotiation skills and approaches, the basics and skills required are drawn from, in reality, a much shorter list. And as we have discussed in the previous section your approach can pretty much be derived from 4 possible modes of approach, when you are next in a negotiation situation try and step back to assess the situation and consider which mode you should best use to deliver the result required?

So that short list is;

- **Discover –** all relative information required and remember that in negotiations knowledge really is power!
- **Assess –** progress in the negotiation as it is made ensuring you collate and use intel correctly
- **Persuade –** the other party to consider different ways to create an agreement, try and be inventive and seek to make a note of their reactions to these.

These negotiation skills are divided into three categories or areas, depending upon your purpose at a particular point in the negotiation, if you like they represent your "negotiation timeline".

Discover

To identify the other party's needs and wants:

- Connecting
- Encouraging
- Questioning

Assess

To create or maintain forward movement and review progress so far:

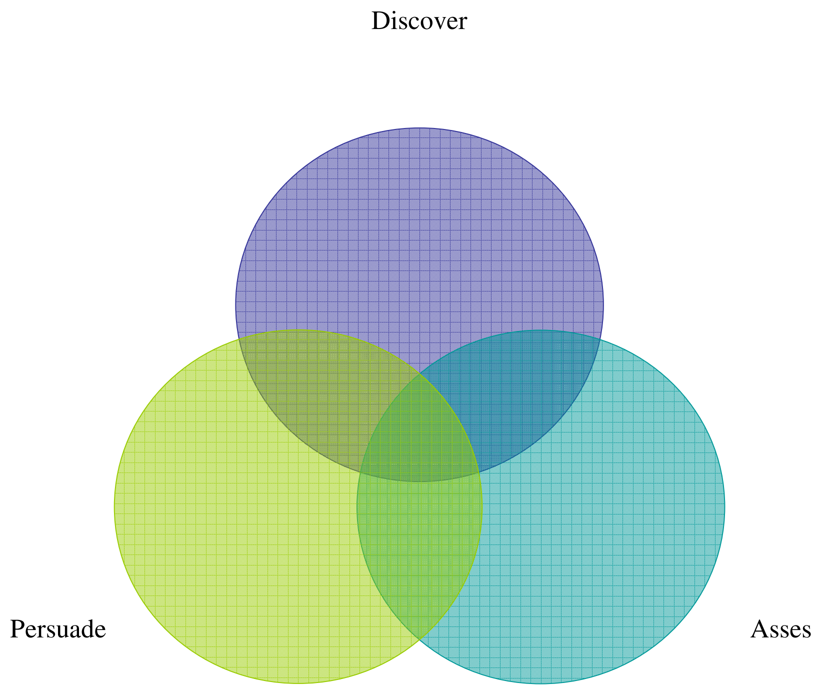
- Agenda setting
- Summarising

Persuade

To effectively influence the other party's perception but in a collaborative approach:

- Stressing common ground
- Supposing
- Signalling

In most negotiations, the agreement continues to change and develop or evolve during the course of a discussion. A typical negotiation resembles a balance tipping back and forth towards equilibrium, more than a straight line from start to finish. Therefore the skills of good negotiation are grouped into interlocking circles to indicate the appropriateness of their use **throughout** a negotiation – not just at the beginning, middle or end;



Discover

The purpose of these skills is to elicit information from the other party as in any negotiation knowledge is power or, more pointedly, what you know that the competition does not gives you and edge if used properly. These skills are used most frequently when the other party is expressing opposition, or when they do not have a clear understanding of your viewpoint or offer. In fact these skills are so important in the negotiation process that the following maxim applies: **when in doubt, discover.** Keep probing till you have a clear picture.

By far the most effective negotiators try to discover all the issues that require negotiation before trying to resolve any one issue. This approach has two advantages. First it avoids the last minute surprise. Second it allows you to link issues together that may increase the number of options you have to work with in arriving at a mutually acceptable solution.

The skills used to discover are connecting, encouraging and questioning.

1. **Connecting**

The purpose of connecting in negotiations is to build or rebuild personal bonds with the other party as they are strained by the negotiation process. Connecting includes the following elements:

- Using eye contact – looking into the other persons eyes as much as possible during discussions without seeming aggressive (this can be awkward for some).
- Building rapport – smiling, complimenting, nodding in the right place, and using small talk to find areas of mutual interest.
- Adapting – using speech patterns, gestures and body posture that are compatible with those of the other person. A type of "aping" the other person's mannerisms and copying there physical movements (crossing legs, folding arms etc…) will help to put them at ease.

2. **Encouraging**

The purpose of encouraging is to keep the other party participating in the negotiation. Encouraging includes the following elements:

- Reinforcing – giving short, verbal and non-verbal signals to the other person (for example, nodding, leaning forward, or saying "I see….") for instance; 1) "Can you tell me a little more about that"? or 2) "I'd like to know more. Please go on".
- Empathising – showing that you understand how the other person feels. Empathising does ***not*** necessarily imply agreement with the other person but does clearly imply you appreciate their position.
- Accepting – showing the other party you have received the information they have communicated and fully understand it. Accepting does not necessarily imply agreement with the other person but does clearly imply you "get" what they are saying.

3. **Questioning**

A negotiator's stock-in-trade is to obtain high quality information about the other party's preferences and objectives, their hierarchy of what is important, their opinions about the options on the table, their decision making process and key decision makers in the process and so forth. For instance, if the customer says "your price is too high" (believe me this is a popular one) and all the sales person knows about the other party is that he or she cares about price, the sales person is at a distinct disadvantage. Questioning is a way to learn more about the preferences and needs that affect other's negotiating positions and what **really matters** to them – this enables you to focus in on these options and deliver a mutually agreeable deal.

Asking questions that draw out high quality information is a skill that can be learnt. Negotiators particularly employ several types of questions;

Closed questioning – are questions that invite the other party to answer with a simple yes or no, for example;

"Are you confident that an 18 month service contract will be long enough for you?"

"Do you have a fixed budget for this kind of purchase?"

Closed question can be useful in helping you and the other party confirm your joint understanding of important information. However, they can often halt the momentum of a negotiation, and do not encourage the other party to elaborate on a topic or offer information that was not explicitly sought. They are sometimes best used to re-cap during a negotiation before moving on to another topic or area (particularly useful in complex negotiations).

Open ended questioning – are questions that encourage other parties to be more expansive about information they share. They are questions that cannot be answered with a yes or no, for example;

"What range of prices had you anticipated?"

"How have you negotiated your purchases in the past?"

Open ended questions require a little more thought, get the other party involved, and generally get more information out on the table.

High value questioning (the sweet spot) – Ever played snakes and ladders, well these are the ladders! They are open ended questions that get the other parties to go beyond a straight forward recitation of relevant facts and history. They ask other parties to take more of a personal stake in their answers, to evaluate, analyse or speculate. They are more likely to get the other parties to express something about the real needs and concerns that underlie their position or demands, for example;

"When we have finished this meeting, how will you know whether or not we have come to a good agreement or that we are the right contractor for this project?"

"As we look at this contract, what do you think are the 3 most important things you are getting from us?"

High value questioning helps bring information to the table about the other party's priorities, both personal and corporate. They help uncover the other party's feelings as well as the facts. These can ease and influence how the other party perceives the issues being negotiated.

Asking High Value Questions

By the time you enter into a negotiation you probably have the information that can be gained from annual reports, organisation charts, and ordinary open ended questions.

- **Asking ordinary open ended questions is like asking the other party to open a file and then read the contents to you.**

In a sales situation you need high gain questions that will encourage the other party to think through a problem in a different way and that will provide new insights for both of you.

- **Asking high value questions is like asking the other party to create new files, rearrange existing information, or search for new meanings.**

In simple terms, high gain questions require the other party to **think** before responding.

As part of your preparation for a negotiation, you should plan some high gain questions that you might use with the other party. Once in front of the other party, you may choose to use these prepared questions or generate others spontaneously in response to points the other party raise, in other words prepare for things to become fluid but at all times try to remain in control of the discussion.

But, while asking high value questions, be sure to encourage the other party. High value questions are hard to answer. If you do not encourage while asking them, the other party may feel interrogated. By using a lot of encouraging, you can take the edge off your high gain questions and make the session more conversational which is where you want to be.

High Value Questions

In their simple form, high gain questions ask other parties to;

- **Evaluate**
- **Speculate**
- **Express feelings**

Examples of high gain questions include;

- "You have said that X and Y are important. Is there a Z that is equally important?"
- "There are several costs associated with acquiring and using X. What other costs do you anticipate besides the costs of actually purchasing our product/ services?"
- "Who else in your organisation will need to review the terms of this contract or this proposal before a decision is made? What aspects will matter to them?"
- "What would you like to see as part of this package that you are not seeing now?"
- "If I could not change the price, what else could I do that might increase the value of this proposal for you?"
- "Imagine having this conversation with me 2 years from now, after you have worked with us successfully over that period of time. What if anything would you expect to be different?"
- "What key factors make X an important issue for you?"
- "How does your senior management feel about the problems you have been describing?"

Certainly this depends on your industry and/or product(s). However, there are many questions that are generic in nature or that can be easily modified to your specific sales environment.

Here are 23 high-value, tough, penetrating and powerful sales questions that will help you grow your sales.
Let's start with high-level questions; these are important if you sell to senior executives. The higher up in an organization you sell, the more important it is to ask these types of questions simply because executives are used to asking—and answering—tough questions.

- What goals are you striving to achieve this quarter?
- How do those targets compare to last year's results?
- What, if anything, is preventing you from achieving these goals?

However, do NOT start your conversation with questions like this because you have to earn the right to ask them, especially if you do not have an established relationship. It is much better to begin by demonstrating your expertise, industry knowledge, and understanding of your prospect's business and/or company.

- We've noticed several trends occurring in the industry lately. The two that stand out the most are… How are these affecting you and your business?
- When I was doing some research, I noticed on your website that your company is… What progress are you making on that initiative?

These questions are effective because they show that you have done your homework and executives appreciate that. In fact, many of them would like their own sales team to take this approach before calling on a new prospect. Questions like this also demonstrate that you know what is happening in business as well as your customer's industry.

Assuming you have captured your prospect's attention you can move the sales process forward by asking other questions that focus on a problem they may be facing.

- What are the 3 biggest mistakes being made by…?
- What challenges or difficulties are you experiencing with…?
- What two problems are giving you the most grief or taking up the most of your time?

Once you determine the key problems that your prospect is dealing with the next step is to determine the impact of the problem. You can do that by asking:

- What impact is that having on your business?
- What is this problem costing you in terms of (money, profit, market share, customer loyalty, time to market, etc.)?
- What will happen if you don't take action?
- How will that affect your company? You personally?

It is critical to understand that business people do not make buying decisions based on your ability to spew out product specifications and information. Instead, they want to know what result they can expect. In other words, your prospect wants to know how your solution will affect their top line (sales) or bottom line (profits).

Will they make more money? Gain more market share? Improve brand recognition? Compete more effectively? Save money? Improve morale? Increase productivity? Reduce costs?

That means you need to be prepared to ask questions that focus on the future. When I talk to new prospects about sales training, I often ask what they want to see as an outcome or final result. This information then helps me position my solution and the positive financial impact training will have on their business. Consider these questions.

- What is the ideal outcome you would like to see or experience?
- How does this compare with your current results?
- You mentioned that you want to improve employee morale with this initiative. Can you tell me what that looks like?
- You have stated that increasing market awareness is one of your primary objectives. How will you know that you have succeeded?

You need to determine the priority of this decision, how the decision will be made, and what potential roadblocks may prevent you from moving forward. Here are few examples.

- How does this project rank in priority compared to the others you are working on?
- Walk me through the process you follow when you consider decisions of this nature?
- Who else do you normally consult with on decisions like this?
- What potential roadblocks might prevent you from moving ahead with this?
- What concerns, if any, do you have about moving forward?

There are also questions that don't fit into a specific category.

- What are some of the qualities you look for in a supply partner?
- How will you measure success?

These may sound like difficult questions. And they can be. However, with practise you can develop the courage and confidence to ask these tough, penetrating questions. And in doing so, you will separate yourself from your competition and increase your sales.

Really lame questions you must never ask!

During previous workshops i have discussed the importance of asking the right questions; high-value, high-impact, penetrating questions. A few people of the years have said, "When I'm talking to a new prospect I like to ask, "What do you know about us?"
You should groan loudly if you ever hear this. But it got me thinking, what other lame questions do sales people ask? Here are a few that I've heard over the years and still continue to hear today, unfortunately. Remember "related education";

1. "What are your needs?" Really? You seriously think this question separates you from your competitor? Using this question automatically turns you into an order-taker, not a sales-maker.

2. "Are you the decision maker?" Although there is nothing technically wrong with this question, it usually results in a 'yes' response. A more effective way to get this information is to ask, "Who else do you normally consult with on decisions of this nature?"

3. "What is your budget?" Many people haven't established a budget or don't know what to budget for a particular purchase. Do them and yourself a favour and focus on exploring their problems and presenting a solution that addresses those issues and budget will become less of a concern, leading to higher value orders and better margins.

4. "Do you want to save (insert money, time, or other lame benefit)?" Don't insult my intelligence. Enough said, get your coat!

5. "Do you want this (whatever the feature might be)?" I don't even know what that feature will do so how can I possibly tell you if I want it. Oh, wait! If I say that then it gives you the opportunity to start talking about your product. Now I get it… You should really stop talking now!

6. "Would you give me a referral?" I might if I knew what type of person or company you wanted an introduction to. Be specific and help your customer understand who would make a good referral. BTW: Saying "anyone" is NOT an effective reply.

7. "What do you know about us?" I know you like this question because when people say they don't know anything about you it gives you the chance to start telling them everything you do. Unfortunately, this only serves to bore them and cause them to start counting the seconds until the meeting is over. Remember, the sales call and meeting isn't about you; it's about your prospect or customer.

8. "If I could show you (insert pathetic expression such as 'how my product will benefit you) will you buy?" Really, dude? Can't you come up with anything better than that?

9. "Are you ready to buy?" Perhaps, if I could figure out how your product or service would benefit me I might. But considering I just starting thinking about this purchase and you're the first person I've talked to, I highly doubt it.

10. "Who else should I talk to in the company?" You seriously think I'm going to introduce you to my boss or colleague with an approach like that? However, if you help me solve a problem, I'll be more than willing to introduce you to another department or division.

11. “Do you want to make more money, gain new clients, increase your sales, etc?” See response for point four above.

I trust that YOU don’t ask these weak, feeble, lame questions. If you happen to work with people who do, print this post and place it on their desk. Maybe they’ll get the hint.

Hopefully this will help and assist you in developing your own personal style? Remember preparation is key and don’t push too much...

If you would like some examples and scenarios for a workshop session with your team please let me know and i can send you over some samples.

Nik Ashworth

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