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People Competencies

Negotiation Skills (Listening, relationship building)

A highly effective negotiator, with the ability to adapt and adjust their approach, to take account of different people and more difficult and complex situations. Involves the ability to work towards win-win outcomes, as the basis of developing sustainable and long-term working relationships with key internal and external stakeholders.

Competency Evidence	Indicative Behaviours	Suggested Career Stage
1 Basic	<ul style="list-style-type: none"> Has a sound understanding of negotiation and has an ability to develop empathy with others, as an effective means of establishing a successful negotiating approach. Prepares well in advance and seeks to anticipate the other party's negotiation position and is clear on the organisation's key objectives in the negotiation. Effective listening skills and can take on board differing points of view, as a means of developing mutual understanding and in identifying the best possible outcome. 	1 2
2 Developing	<ul style="list-style-type: none"> Within the team, seeks to foster an effective approach to both internal and external negotiations. Seeks to avoid "win lose" outcomes or outcomes which do not take account of broader organisation goals. Coaches team members to develop an effective negotiation style, as a means of developing sustainable relationships with key stakeholders. Ensures that the marketing team negotiates on the basis of good quality information, collected from both parties and seeks to avoid entrenched positions or personal bias. 	3
3 Solid	<ul style="list-style-type: none"> Effective negotiation to achieve peer and organisational "buy in" to the overall marketing strategy and to key marketing initiatives. Works with the executive team to effectively negotiate the required resources for implementation of the agreed strategy. Works with cross functional teams to negotiate effective solutions to difficult organisational and business challenges. 	4
4 Strong	<ul style="list-style-type: none"> Works with the executive team to ensure that the organisation has a strong negotiation capability, as a means of achieving the best possible outcomes from key negotiations. Represents the organisation in key negotiations with external stakeholders and other strategic partners. Brings expertise to the process and achieves strong outcomes. Transfers negotiation skills, knowledge and expertise to peers and high potential managers in order to build negotiation capability, across the business. 	5
5 Exceptional	<ul style="list-style-type: none"> Highly evolved negotiation style and has a broad range of skills required to adapt their approach, when they encounter intractable problems, or difficult and complex situations. Represents the board and the executive team in high level negotiations with key external stakeholders, such of government departments and regulatory bodies. In crisis negotiations, has the ability to take a tactical step back from the negotiation process, while staying focused on the overall objective. Can retain the required emotional distance to avoid being affected by interpersonal conflicts that can arise. 	6 7