



## **Developing Strategic Negotiation Skills and Capability: An integrated approach**

### **Interview transcript**

**David Deegan:** Hello my name is David Deegan, and I'm an executive development director here at Cranfield School of Management. I'm here talking to Dr Javier Marcos Cuevas about Strategic Negotiation Capability.

**Javier Marcos Cuevas:** Hello David

**DD:** So, why has Cranfield School of Management conceived this particular programme?

**JMC:** It has done that to address to make your shortcomings in current negotiations training offerings. The first one most problems focus on the individual, not the team and second they typically address behaviours rather than other elements like in-cognition or emotions, and effective negotiation particularly complex negotiation is about how you interact with others, so it's not just about individual performance but it's about heatful inter-relation with other members of the negotiation team and second it's not just about how you behave it's about the elements of underpin behaviour most often cognition and motion.

**DD:** And can you tell us a bit more about the structure of the programme.

**JMC:** The programme is a structure across 8 distinct phases, we start from a deep and detailed agnostic of the context in which negotiation teams operate, the elements and the variables and the importance of the different variables they manage and that leads to a bespoke definition of high impact workshops you know, three and two day workshops where we deep into the behavioural as well as I said before emotional and cognitive aspects of negotiation and the last phases of the programme try to address the transfer and the implementation of these skills so to generate capability at the level of their organisation.

**DD:** It sounds really interesting and what makes this programme particularly different from any current offerings?

**JMC:** Good question. This programme has a number of unique features the first one it has research space frameworks that will allow people to think differently you see conjuring cognitive insights. The second one is about the behavioural discovery and the psychometric tools that we use, that allow individuals to deepen their understanding of the underpinning factors that drive and explain how they behave at the negotiation table. the third one is about the use of real life scenarios in other words the scenarios that we work with are those that are provided with individuals and are brought in from the organisation, we also use other scenarios but mostly the focus is on those contexts where the individuals really negotiate . And fourth, we create specific methods to generate meaningful feedback that is useful for the individuals for the teams and for their organisations. Those are at least four of the unique features that no other programme has to bring about what we said strategic negotiation capability.

**DD:** Great, and how would people gain access to this programme?

**JMC:** We offer this programme as an in-company bespoke intervention, and therefore individuals need to source the programme through their learning and development or HR or commercial departments. However for individuals who are interested in negotiation training Cranfield offers a three day open programme that anyone can sign up to.

**DD:** So, how many days of somebody's time would they need to put aside for a programme like this?

**JMC:** In order to achieve the outcomes of the programme individuals will need to dedicate seven full days to this particular initiative.

**DD:** Javier, what would you say to an organisation that's considering investing in a bespoke programme for themselves but they haven't yet made their minds up about whether it's worth that investment?

**JMC:** Good question, I would invite these organisations to think about this decision in two terms. First to try to calculate the thousands and the millions that they may be leaving on the table but by not having the right skills implemented and executed in the right way, and the second I would invite them to consider whether they have first individuals who are eager to develop their skill and their competence in negotiating, whether these individuals are actually prepared to involve and engage themselves in a deep development experience and whether they are also prepared to develop not just their behaviours but also the cognition and to regulate their emotions when negotiating. This programme is as we said a unique programme it addresses all the facets that underpinning the effective negotiation, and this is what we'll deliver. We will deliver a higher level of effectiveness that can be easily translated into monetary value as well as other elements and other dimensions.

**DD:** That's great. Thank you very much for taking the time to talk to us today. If you'd like to know more about Strategic Negotiation Capability please contact us on the details below.

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