



Course 155: Effective Business Communication & Negotiation (4 days)

Course Description...

Effective communication – listening, speaking, and reading – is a common characteristic of successful business people. It yields common understanding of goals, tasks and techniques. It is the basis of productive business relationships, and the basis for negotiating a common ground between people with differing viewpoints and interests. This course covers the fundamentals, enabling the student to hone his or her communication and negotiating skills and thereby become a more effective contributor to the enterprise.

Learning Objectives...

- Learn the basic concepts of communication with peers, subordinates and those above you in the management hierarchy
- Establish a process for successful business negotiations that result in a win-win result
- Use effective communications to elicit information through the interview process
- Discuss various communication problems and present their solutions

Who should attend...

Managers, staff members, executives, professionals, and anyone who uses communication as a vital asset in accomplishing their business objectives

Prerequisites...

There are no prerequisites for this course



Course Outline...

Introduction and Overview

Course Objectives

Unit 1: Overview

- Why don't we communicate effectively?
- What are quality communications?
- Roles of an intermediary
 - Communication specialist
 - Facilitation
 - Mediation
 - Explanation
 - Information gathering
 - More than a communication specialist
 - Speaking for the user
 - Potential problems and pitfalls
 - Suggestions
- Communication
 - Forms of communication
 - Styles of communication
 - Components of communication
 - Reasons for communication
- Information in and information out
 - Gathering information
 - Presentations
- Conflict
 - Dealing with problems
 - Dealing with bad behavior
 - Negotiation
- Upward management

Unit 2: Communication

- Bases for good communications
 - Shared experience
 - Common goal
 - Expected role and behavior
 - WIIFM
 - Three fundamental questions
- Communication and information
- Levels of communication
 - Project communication
 - Public versus private communication
 - Communication media
 - The medium is the message
 - The importance of choosing the right medium



- Improving non-verbal communication
 - Verbal Aikido
 - Body language
- Communication practices
 - Establishing rapport
 - Choosing the right words
 - Respecting cultural differences
 - How to say 'yes'
 - How to say 'no'
- Effective listening
- Follow-up

Unit 3: Eliciting Information

- Interview approaches
 - Customer
 - User
 - Management
 - Three fundamental questions
- The Interview
 - Five components of an interview
 - Preparation
 - Using the problem definition
 - Introduction
 - Interview do's and don'ts
 - SPIN questions
 - Closure
 - Follow-up
- Listening
 - Why it's so hard
 - What to do about it
 - Active listening
- Hidden agendas

Unit 4: Negotiation

- Negotiations defined
 - Negotiating with customers / users
 - Negotiating with developers
 - Negotiating with upper management
- Collaborative negotiating
 - Negotiation preparation
 - Research
 - Alternative approaches
 - What can be negotiated
 - What do you want
 - Visualizing
 - Three fundamental questions



- Negotiating approach
 - Separate people from the problem
 - Focus on interests not positions
 - Invent options for mutual gain
 - Insist on using objective criteria
 - Summarize and specify

Unit 5: Communication Problems and Situations

- Hidden agendas
- Conflict resolution
 - Outcome questions
- Politics
- Dealing with awkward behavior
 - In your subordinates
 - In your peers
 - In upper management
 - In yourself
 - Six types of awkward behavior
 - Awkward behavior matrix
 - Dealing with awkward behavior
- Communication styles
- Assumptions – the unsaid

Unit 6: Presenting Your Information

- Meetings
 - Why have them?
 - Types of meetings
 - Effective meetings
- Story telling
- Setting expectations
- Use of media
- Dealing with reactions
- Eliciting feedback
- Converting confrontation to communication

Unit 7: Influence Skills

- Influencing management, users and the Development Community
 - Why influence?
 - Building a solid foundation for influencing others
 - Five influence conditions
 - Three fundamental questions
 - Six major influence strategies
 - The impact of decisions
 - The functions of networking



- Upward management
 - What is upward management?
 - Why it is so hard
 - Wearing the “B” on the chest
 - Assumptions that come with authority
 - Presenting problems – the Star Trek approach
 - Understanding the motivation
 - Positive approaches
 - Guidelines

Please contact your ROI representative to discuss course tailoring!!!